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Improving the Time and Cost Performance of Construction and Planning Projects



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William B. McCallum

SC Budget and Control Board, Construction and Planning Unit

"First we shape our buildings – and then our buildings shape us."
Winston Churchill

It typically costs about \$15/sf/yr to own or lease office space, but the personnel expense of the workers housed in that space can easily exceed \$130/sf/yr – nearly 10 times as much. So, any dollar spent to improve the working conditions and productivity of those employees through such things as improved space planning, air quality or lighting is highly leveraged and is one of the best investments that an organization can make.



Table of Contents

Introduction and Problem Statement	2
Data Collection	3
Data Analysis	4
Implementation Plan	6
Evaluation Method	8
Summary and Recommendations	8
Appendices	
I. Printout of the C&P Project Database	9
II. C&P Dashboards	10
▪ Explanation of Status Codes	
▪ Dashboard Element 1 – Projects by Status and Value	
▪ Dashboard Element 2 – Number of Projects by Status and Project Manager	
III. Detailed Project Timelines	11
▪ Summary of the Project Management Cost and Project Duration for Six Representative Projects	
▪ Project Duration by Phase for Six Representative Projects	
▪ Detailed Project Timelines for Six Representative Projects	

Introduction and Problem Statement:

The Construction and Planning Unit (C&P) is an office of ten project management professionals within the General Services Division of the SC Budget and Control Board. It is tasked with managing planning, design and construction projects relating to the approximately sixty buildings owned by the Board in the Columbia area. C&P also offers its services to any other public entity that lacks the capability to manage its planning, design and construction projects in-house. Tenants of Board-owned buildings are required by their leases to effect any changes to their space through C&P; other agencies employ C&P at their discretion. C&P is a revenue-based organization that recovers its operating costs through fees charged for its services.

Most, but not all, of the projects undertaken by C&P are maintenance, repair and renovation projects and are considered to be small construction. Approximately 200 projects are active at any given time and during the course of a year, C&P manages approximately \$9,000,000.00 in design and construction services.

The Facilities Management Section, of which C&P is a part, conducts annual customer satisfaction surveys in an effort to measure the customer service performance of the organization. While C&P typically has customer satisfaction ratings in the 90% range, its customers consistently indicate a desire for projects to be completed faster and at a lower project management cost.

The management process for individual projects has been thoroughly studied and documented and work aids have already been developed to guide that process. Because of that, this study focused on the management of the project portfolio as a whole under the premise that that is where the opportunities for improvement lie.

The current study to analyze and improve the time and cost performance of C&P's project management directly addresses two of the Board's three strategic objectives, which are to:

1. Improve customer satisfaction
 2. Improve Return on Investment, and
 3. Improve employee well-being.
- (p19, SC Budget and Control Board Annual Accountability Report 2205-06)

The objectives of this study are to:

1. Analyze, understand and develop tools to better manage the overall workload of the Construction & Planning Unit.
2. Determine the historical project management cost as a predictor and benchmark for future costs.
3. Analyze, understand and develop tools to better distribute the work of the unit across its project managers.
4. Determine the historical duration of projects as a predictor and benchmark of future time performance.

Data Collection:

Project cost performance data relating to the overall workload of C&P has been obtained from the ACCESS database used to track C&P projects. This database serves as a list of all projects undertaken by C&P and it reliably reports the number of projects, their status according to a list of eleven status codes and the project manager responsible for the project. The database contains approximately five years of historical data. The 'C&P

Fee' and 'Project Budget' fields contain estimated values for current projects and actual values for 'Closed' projects. The database does not reliably report when a project enters and leaves each phase as represented by the status codes, nor does it reliably report the starting and ending dates of a project.

Because of this limitation, more detailed data relating to the time performance of individual projects has been compiled from the procurement files for a small number of representative projects. The detailed project-specific data proved to be more daunting to collect than anticipated and time constraints resulted in a sample size smaller than desired. The exercise provided some useful information, however, and serves as a model that can be applied in the future.

These data sources were chosen because they are reliable and readily available. Raw data from the C&P project database appears in Appendix I. The detailed data for six representative projects appears in Appendix III.

Data analysis:

Data were exported from the ACCESS database to an EXCEL spreadsheet and filtered and sorted to create the dashboard elements presented in Appendix II.

The overall workload was first studied to determine the historical cost performance of the portfolio of projects and the current distribution of projects by phase. Knowing the number of projects in each phase contributes to an understanding of the types of activities demanded by the workload since some phases require more consistent project manager

effort than others. A dashboard element was designed to present that information in both tabular and graphic form (Dashboard Element #1, Appendix II) and simple ratios were calculated to serve as predictors and benchmarks for future cost performance. The C&P fees as a percentage of project budgets for current projects was shown to be 2.26% compared to 3.07% for the sample of 1180 "Closed" projects. The former number, based on estimated values, indicates that the fee estimates for current projects may be low and in need of adjustment.

A second dashboard element was created to assist in distributing the workload across all project managers (Dashboard Element #2, Appendix II). The current workload distribution was found to be widely variable – varying from 12 to 28 projects per project manager for the most part, with extreme values of 3 and 48 projects per project manager. The extreme values occur due to unique circumstances known to management and can be ignored for practical purposes. Still, the remaining variance is high and cannot be explained solely by project size or complexity, factors that are known to management but not incorporated into the dashboard element. The only conclusion that can be reached is that the current workload is unevenly – and not optimally - distributed among the project managers.

The evaluation of project time performance appears in Appendix III. The duration of six representative projects from setup through construction was determined and the ratio of project duration in days to project budget was calculated. The duration from setup through construction was chosen because experience shows that to be the duration of most interest to customers. Additional weeks or months may be required to

administratively close projects, but that process is mostly internal to C&P and is of little interest to customers. The ratio of duration to budget was chosen because the project budget is known (or at least estimated) early in the process and it can be determined with reasonable precision from the input of published cost data and consultant and contractor input. Conversely, there is no good way at the outset of a project to estimate its duration. The expected duration of the individual phases of a project (e.g. design and construction) can be estimated and a total duration can be estimated that way, but there is currently no way to make a quick estimate of that value. The average duration for the six projects reviewed was 0.0008 days per dollar of project budget – or 8 days per \$10,000 of project budget. The minimum and maximum values were 3 and 20 days per \$10,000 of project budget. This enormous variance suggests that this ratio would have little predictive value, but the variance likely results from the small sample size of diverse projects. Repeating the review using separate samples of new construction, renovation and component replacement projects should provide a usable value for each of those types of projects. The finding that a project's duration is nearly evenly divided between setup/consultant selection/design and bidding/construction aligns with experience and should help to create realistic customer expectations about how long the various project activities take.

Implementation plan:

The dashboard elements developed in this study are imperfect but serve to distill, communicate and give meaning to what is otherwise a confusing mass of data. It should be possible to automate and incorporate these dashboard elements into the database within the next year using in-house and General Services Information Support resources

(Robbie Black or Doug Smoak) at a cost of a few thousand dollars. The following should be an achievable timeline:

peer review and refinement	6 months
technical development	4 months
testing, troubleshooting and refinement	2 months

Given the difficulty of obtaining detailed timeline information for individual projects, modifying the database to capture the beginning and ending dates of each phase would seem logical. A Dashboard Element 3 should then be developed to call attention to those projects whose duration (or ratio of duration to project budget)– either within a phase or overall – exceeds the established norm.

Dashboard Element 2 should also include a weighted average of project cost and complexity in addition to a simple project count. It should be possible to achieve that by adding a 'Project Complexity' field in which management could provide a subjective rating of project complexity – say on a scale of 1 to 5.

A 'Priority' field should also be added to the database to allow management to subjectively flag high-profile projects for increased supervision. This report of the top ten or so projects would help to separate the wheat from the chaff and would help ensure that high-profile or urgent projects received the extra attention needed to progress smoothly through the procurement process.

It should be possible to accomplish all of this within the timeline and budget noted above.

Evaluation method:

Updating the dashboard elements at six-month intervals, whether by the current method or by a new automated method, and comparing those dashboards over time should show whether or not the flow of work and the distribution of work across project managers is improving. These tools should also indicate whether the available resources are sufficient to meet the workload demand.

Summary and Recommendations:

All of the dashboard elements created in the course of this project will prove to be useful tools in workload management. They will be most useful if automated within the database so that they can be generated on demand, perhaps with additional tools to track moving averages and trends over time.

In summary the recommended dashboard elements are:

1. Number of projects by status (*to include measures for project value and complexity*)
2. Number of projects by project manger (*to include measures for project value and complexity*)
3. Exception report showing projects whose duration in a phase or overall exceeds the established norm
4. A list of high-priority projects - with their metrics - as identified by management.



Appendix I

Printout of the C&P Project Database

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PriBudget	PriEndDate
	2699	McCallum	State Park Complex - Miscellaneous	1/3/2006				\$0.00	\$0.00	
	1844	Clawson	Rutledge Building (100342) - Educ. Dept. - 10th Floor Copy Alcove	1/22/1999				\$0.00	\$0.00	
	1847	Clawson	Gressette-Collins Building (110713) - SC Retirement System - Carpet Eleva	2/9/1999				\$0.00	\$0.00	
	1865	Clawson	Wade Hampton Building (100300) - Information Resources Carpet Baseme	3/18/1999				\$0.00	\$0.00	
	1866	Clawson	Brown Building (100303) - Rooms 506A and 507 - Carpet Replacement	3/19/1999				\$0.00	\$0.00	
F07-D007	1950	McCallum	Indefinite Delivery Contract (Small) - Architectural Services	10/11/1999				\$0.00	\$0.00	
GS-4990	2413	Darvish	Indefinite Delivery Contract - Employment Security Commission	3/16/2003				\$2,000.00	\$2,000.00	
	2527	McCallum	State Training Center (114148) - Miscellaneous					\$0.00	\$0.00	
F03-N205	2465a		see GS-0024 / CP-2465					\$0.00	\$0.00	
GS-9999	2700		Capitol Complex					\$0.00	\$0.00	
F03-TBA	3130		B&CB Facilities - Fire Alarm/Smoke Detector Code Compliance/Phase IV	11/21/2007			1 - Setup			
F03-TBA	3131		Blatt Building (100302) - Airhandlers Fans Replacement	11/21/2007			1 - Setup			
F03-TBA	3132		Blatt Building (100302) - Roof Replacement	11/21/2007			1 - Setup			
F03-TBA	3133		Blatt Building (100302) - Carpet Replacement	11/21/2007			1 - Setup			
F03-TBA	3134		Gressette Building (100301) - Air Handler Units Replacement	11/21/2007			1 - Setup			
F03-TBA	3135		Gressette Building (100301) - Building Settlement Repairs	11/21/2007			1 - Setup			
F03-TBA	3136		Gressette Building (100301) - Waterproof 6th Floor Building Exterior	11/21/2007			1 - Setup			
F03-TBA	3137		Calhoun Building (100288) - Renovations - Exterior - Phase I	11/21/2007			1 - Setup			
F03-TBA	3138		Rutledge Building (100342) - Switchboard Replacement	11/21/2007			1 - Setup			
F03-TBA	3139		Rutledge Building (100342) - Air Handlers 1, 2, & 3 Replacement	11/21/2007			1 - Setup			
F03-TBA	3140		Rutledge Building (100342) - Repair Building Exterior - Phase II	11/21/2007			1 - Setup			
F03-TBA	3141		State Library Building (100412) - Plaza Waterproofing	11/21/2007			1 - Setup			
F03-TBA	3142		Adjutant General Building (110706) - Roof Replacement	11/21/2007			1 - Setup			
F03-TBA	3143		State Library Building (100412) - Ceiling and Lighting Replacement	11/21/2007			1 - Setup			
F03-TBA	3144		Mills/Jarett Building (110707) - Paint Exterior Windows, Doors & Trim	11/21/2007			1 - Setup			
F03-TBA	3145		Wade Hampton Building (100300) - Roof Replacement	11/21/2007			1 - Setup			
GS-0434	3074	Darvish	SLED - Forensic Lab - Construct Storage Building	6/22/2007			1 - Setup	\$2,000.00	\$98,700.00	
GS-0435	3075	Darvish	SLED - HQ, Forensic Lab & Computer Bldgs. - Paint, Ceiling Tiles & Carpet	6/22/2007			1 - Setup	\$5,000.00	\$98,800.00	
GS-0436	3076	Darvish	SLED - Bush River Road - Light Retrofit and HVAC installation	6/25/2007			1 - Setup	\$3,500.00	\$85,000.00	
GS-0437	3077	Darvish	SLED - Broad River Road - Aviation - Construct Mini Warehouses	6/25/2007			1 - Setup	\$3,000.00	\$98,500.00	
GS-0438	3078	Darvish	SLED - Broad River Road - Forensic Lab Renovation (Evidence Processing	6/25/2007			1 - Setup	\$2,500.00	\$40,000.00	
GS-0439	3079	Darvish	SLED - Annex Building- Construct Mini- Warehouses	6/27/2007			1 - Setup	\$4,000.00	\$98,500.00	
GS-0440	3080	Darvish	SLED - Broad River Road- Replace Existing Fuel Pump	6/27/2007			1 - Setup	\$1,000.00	\$10,000.00	
F03-9796	2835	Rush	Lawton Bluff Marsh Donation	1/19/2006			1 - Setup	\$0.00	\$0.00	
GS-0474	3121	Creighton	Sims/Aycock Building (100333) - Electrical and Mechanical Load Report for	10/19/2007			1 - Setup	\$200.00	\$300.00	
F03-TBA	3126	Holmstrom	Columbia Mills Building (110708) - Museum Security System	11/6/2007		11/6/2007	1 - Setup	\$10,000.00	\$300,000.00	
GS-0479	3127	Creighton	David Building (100340) - ESC - Chiller Repair	11/7/2007			1 - Setup	\$2,500.00	\$26,700.00	
F03-D072	2973	Creighton	Indefinite Delivery Contract (Small) - ID144 - Mechanical Design (Swygert)	10/25/2006			1 - Setup			
F03-D071	2974	Creighton	Indefinite Delivery Contract (Small) - ID145 - (Sims Group)	10/25/2006			1 - Setup			
GS-0413	3049	Darvish	SLED - Broad River Road - Computer Building Warehouses	6/14/2007			1 - Setup	\$2,000.00	\$98,500.00	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
GS-0412	3051	Darvish	Hayne Laboratory Building (100414) - Install HEPA Filter	6/16/2007			1 - Setup	\$2,000.00	\$50,000.00	
F03-D066	2877	McMurray	Indefinite Delivery Contract (Small) - ID128 - Mechanical Design (Swygert)	3/13/2006			1 - Setup	\$0.00	\$0.00	
GS-0304	2891	Bryan	McEachern Parking Facility (100289) - Re-work Utility Tunnel Entrances	4/17/2006			1 - Setup	\$550.00	\$8,750.00	
F03-D067	2893	McMurray	Indefinite Delivery Contract (Small) - ID140 - Mechanical Design (ZMA)	5/1/2006			1 - Setup	\$0.00	\$0.00	
GS-0308	2896	McCallum	Gressette Building (100301) - Air Compressor Installation	5/19/2006			1 - Setup		\$10,000.00	
GS-0415	3053	Darvish	SLED - Broad River Road - Computer Building - Construct Additional Restr	6/15/2007			1 - Setup	\$2,500.00	\$99,500.00	
GS-0419	3057	Darvish	SLED - Forensic Lab - Tank Farm - Replace Piping	6/18/2007			1 - Setup	\$1,500.00	\$10,000.00	
F03-D077	3009	McMurray	Indefinite Delivery Contract (Small) - ID180 - Facilities Planning Services (E	2/9/2007			1 - Setup	\$0.00	\$0.00	9/30/2007
GS-0387	3022	Darvish	SLED - Forensic Lab - Replace Two Boilers	3/30/2007			1 - Setup	\$1,500.00	\$55,000.00	
GS-0394	3031	Darvish	SLED - Broad River Road - Aviation Roof Replacement	4/25/2007			1 - Setup	\$1,500.00	\$40,000.00	
F03-9728	2284	McCallum	Fleet Management Building (108430) - Repairs/Renovations	2/14/2002			1 - Setup	\$10,000.00	\$350,000.00	
GS-0400	3035	Darvish	SLED - Broad River Road - Garage Bay	5/2/2007			1 - Setup	\$1,500.00	\$40,000.00	
GS-0402	3037	Lee	Hayne Laboratory Building (100414) - Paint Exterior Ladders, Platforms and	5/15/2007			1 - Setup		\$8,200.00	
GS-0426	3064	Darvish	Commission for the Blind (100409) - Rehab Center - Construct New Shed	6/19/2007			1 - Setup	\$2,000.00	\$52,000.00	
F03-9839	3071	Darvish	SLED - HQ - Chiller Replacement	6/18/2007			1 - Setup	\$5,000.00	\$150,000.00	
GS-0433	3072	Darvish	SLED - Bush River Road & HQ - New carpet	6/21/2007			1 - Setup	\$3,000.00	\$60,000.00	
F03-9843	3114	Darvish	SLED - Broad River Road - Evidence Processing Suite Renovation	10/3/2007			1 - Setup	\$5,000.00	\$143,805.00	
F03-	3115	Darvish	SLED - Broad River Road - Construct New Computer Building	10/3/2007			1 - Setup	\$15,000.00	\$2,000,000.00	
GS-0458	3100	Darvish	SLED - Various Buildings - Non-PIP Items	8/20/2007			1 - Setup	\$1,000.00	\$13,280.59	
	3101	Graham	Public Service Commission - Computer Room HVAC				1 - Setup	\$0.00	\$0.00	
GS-0460	3103	Holmstrom	Five Points Building (100415) - Power Study	8/22/2007			1 - Setup	\$1,500.00	\$0.00	
GS-0061	2516	McMurray	Various Buildings - Connect Refrigerant Sensors to Emergency Generators	1/28/2004			1 - Setup	\$2,500.00	\$12,500.00	
GS-0077	2540	Martin	Mills/Jarrett Building (110707) - Repair VAVs and Associated Ducts and Bal	3/17/2004			1 - Setup	\$1,800.00	\$34,800.00	
F03-D053	2644	McMurray	Indefinite Delivery Contract (Small) - ID105 - Mechanical Engineering (CJM	11/18/2004			1 - Setup	\$0.00	\$0.00	
GS-0152	2647	McMurray	Engineering Support for Surplus Property Disposal, MBAFB	11/23/2004			1 - Setup	\$0.00	\$0.00	
GS-N/A	2816	Suarez	ESC - Multiple Projects - General Administration	11/10/2005			1 - Setup	\$0.00	\$0.00	
	2795	McMurray	North Towers/DSS Building (100330) - Modify Computer Room A/C	9/7/2005			1 - Setup	\$0.00	\$0.00	
GS-4551	1618	Graham	Capitol Complex Lot (800028) - Landscape Work	5/22/1997			2 - Consultant Selection	\$8,000.00	\$87,529.00	
	3094	Graham	Charleston Workforce Center - ADA Ramp				2 - Consultant Selection	\$0.00	\$0.00	
	2970	Graham	Administrative Law Judge Division - Refurbish Existing Court Room Benc				2 - Consultant Selection	\$0.00	\$0.00	
GS-0378	2971	Graham	Greenville Bus Maintenance Facility	8/23/2006			2 - Consultant Selection	\$0.00	\$25,000.00	
GS-0183	2601	Suarez	ETV - Renovation Studies	9/2/2004			2 - Consultant Selection	\$50.00	\$16,300.00	
GS-0444	3084	Young	Gressette Building (100301) - Structural Investigation	7/5/2007			3 - Design	\$4,400.00	\$71,000.00	
F03-9801	2832	Lee	Commission for the Blind (100409) - Building C - Fire Life Safety Renovatio	12/12/2005			3 - Design	\$4,000.00	\$900,000.00	
F03-D065	2833	McMurray	Indefinite Delivery Contract - ID134-ID139 - A/E Design Services	1/17/2006			3 - Design	\$0.00	\$0.00	
F03-9842	3013a	Young	Sims Aycock Building DHEC First Floor Renovations	11/16/2007			3 - Design	\$4,000.00	\$430,253.00	
F03-D082	3044	McMurray	Indefinite Delivery Contract (Small) - ID184 - Facilities Planning Services (E	6/4/2007			3 - Design	\$0.00	\$0.00	
F03-9838	3046	Holmstrom	Laurel Street Warehouse (100344) - Install Emergency Generator for ORS	6/5/2007			3 - Design	\$4,500.00	\$185,970.00	
F03-9641	1667	Holmstrom	B&CB Facilities - Fire Alarm/Smoke Detector Code Compliance	8/19/1997			3 - Design	\$99,964.70	\$3,666,097.02	
F03-D069	2907	Suarez	Indefinite Delivery Contract (Small) - ID142 - Architectural Design (Anderso	6/14/2006			3 - Design			

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
GS-0382	3013	Young	Sims/Aycock Building (100333) - DHEC - 1st Floor Renovation of Vital Rec	3/9/2007			3 - Design	\$1,250.00	\$25,000.00	
F03-D078	3016	Young	Indefinite Delivery Contract (Small) - ID181 - Architectural Design (McCrear	3/14/2007			3 - Design			
F03-9810	2903	Darvish	SLED - Aviation Fuel Farm Construction	6/6/2006			3 - Design	\$2,500.00	\$130,000.00	
F03-D068	2904	Suarez	Indefinite Delivery Contract (Small) - ID141 - Geotechnical Engineering (Sc	6/6/2006			3 - Design			
H63-9505	2353	Graham	Socastee School Bus Maintenance Shop Acquisition / Construction	4/10/2002			3 - Design	\$0.00	\$0.00	
F03-9686	1977	McMurray	State House Building (107892) - General Additions / Phase I	11/9/1999			3 - Design	\$10,500.00	\$76,804.50	
GS-0259	2838	Graham	Calhoun (100288) & Supreme Court (100393) Buildings - Judicial Departme	1/24/2006			3 - Design	\$2,000.00	\$32,000.00	
F03-D075	3006	Young	Indefinite Delivery Contract (Small) - ID179 - Structural Engineering (Mabry)	2/1/2007			3 - Design			
F03-D079	3029	Young	Indefinite Delivery Contract (Small) - ID182 - Electrical Design (GWA)	4/20/2007			3 - Design			
F03-D081	3030	Young	Indefinite Delivery Contract (Small) - ID183 - Mechanical Design (MECA)	4/20/2007			3 - Design			
F03-N242	3033	McCaillum	DMV - ADA Survey of Eleven Facilities	4/25/2007			3 - Design	\$194.64	\$28,290.00	
GS-0407	3042	Graham	MUSC Microwave Floor Replacement - Design Study	5/25/2007			3 - Design	\$550.00	\$10,600.00	
F03-D083	3073	Suarez	Indefinite Delivery Contract (Small) - ID185 - Structural Engineering (Klinar)	6/21/2007			3 - Design			
GS-0469	3116	Young	Rutledge Building (100342) - Dept of Education Common Area Renovation	10/3/2007			3 - Design	\$500.00	\$10,000.00	
GS-0470	3117	Young	Rutledge Building (100342) - Dept of Education Renovation of Lobby Study	10/3/2007			3 - Design		\$10,000.00	
F03-9744	2321	Suarez	ESC - OSRC - Reed Act Buildings - Summerville	4/1/2002			3 - Design	\$136,496.66	\$2,648,180.64	
F03-D074	2989	Young	Indefinite Delivery Contract (Small) - ID146 (ABS) & ID147 & ID191 (ECS)	11/21/2006			3 - Design			
GS-0374	2990	Young	Gressette Building (100301) - Window Replacement 1st Floor	12/1/2006			3 - Design	\$550.00	\$10,000.00	
F03-9817	2955	Holmstrom	FM Energy Facility Building (100410) - Control Systems Upgrade - Phase I	9/26/2006			3 - Design	\$10,000.00	\$355,800.00	
F03-9818	2956	Creighton	Sims/Aycock Building (100333) - Replace Nine Air Handling Units	9/26/2006			3 - Design	\$12,000.00	\$496,000.00	
GS-0353	2960	Young	BCB Facilities - Roofing Survey	10/10/2006			3 - Design	\$140.00	\$57,397.00	
F03-9757	2386	Graham	Senate Street Building (100411) - Exterior Improvements	12/5/2002			3 - Design	\$10,946.25	\$313,485.00	
F03-D084-I	3105	Young	Indefinite Delivery Contract (Small) - ID192 - Project Management Services	9/4/2007			3 - Design	\$0.00	\$0.00	
F03-D085	3109	Young	Indefinite Delivery Contract (Small) - ID193 - Roofing/Waterproofing Design	9/11/2007			3 - Design	\$0.00	\$0.00	
F03-9826	2962	Darvish	Gressette-Collins Building (110713) - Install New Cooling Towers	10/11/2006			3 - Design	\$3,000.00	\$150,000.00	
F03-D043	2512	McMurray	Indefinite Delivery Contract - ID086-ID089 - A/E Design Services (CDA, WT	12/10/2000			3 - Design	\$0.00	\$0.00	
F03-9771	2519	Creighton	Wade Hampton Building (100300) - Replace Fan Coil Units	2/4/2004			3 - Design	\$12,000.00	\$761,840.00	
GS-0196	2622	McMurray	Professional Services for Real Property Portfolio Management/Facilities Ma	10/13/2004			3 - Design	\$75,000.00	\$586,000.00	
F03-D059	2731	Suarez	Indefinite Delivery Contract (Small) - ID123 - Structural Engineering (Mabry)	4/6/2005			3 - Design	\$0.00	\$0.00	
F03-D060	2610a	McMurray	Indefinite Delivery Contract (Small) - ID124 - Civil Engineering (BP Barber)				3 - Design	\$0.00	\$0.00	
GS-0185	2741	Graham	Socastee School Bus Maintenance Facility - Landscaping	5/4/2005			3 - Design	\$500.00	\$7,000.00	
F03-D061	2742	McMurray	Indefinite Delivery Contract (Small) - ID125 - Structural Engineering Service	5/4/2005			3 - Design	\$0.00	\$0.00	
F03-9811	2944	Graham	Calhoun Building (100288) - Roof Repairs	8/24/2006			4 - Bidding	\$12,000.00	\$350,000.00	
GS-0480	3128	Young	North Tower/DSS Building (100330) - Carpet replacement Room 100	11/14/2007			4 - Bidding	\$250.00	\$4,030.00	
F03-9809	2709a	Graham	Supreme Court Building (100393) - Fresh Air Intakes Upgrades	6/22/2006			4 - Bidding	\$10,000.00	\$336,600.00	
GS-0466	3111	Suarez	Columbia Mills Building - 3rd Floor - DOR - Electrical Upfit for Cubicles	9/19/2007			4 - Bidding	\$750.00	\$50,000.00	
GS-0465	3110	Suarez	Data Center Building - Door Access Improvements	9/12/2007			4 - Bidding	\$0.00	\$25,000.00	
F03-9823	2967	Holmstrom	State Park Complex - Water Distribution System - Replacement	10/23/2006			4 - Bidding	\$5,654.00	\$107,000.00	
F03-9773	2521	McMurray	Columbia Mills Building (110708) - HVAC Piping Replacement	2/4/2004			4 - Bidding	\$21,821.70	\$797,911.20	
GS-0210	2773	McMurray	Blatt Building (100302) - Hearing Rooms - Repairs to Audio Systems	7/26/2005			4 - Bidding	\$2,500.00	\$15,500.00	11/12/2005

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
F03-9819	2942	Creighton	Wade Hampton Building (100300) - Air Handler Units Replacement/Repairs	8/17/2006			5 - Construction	\$2,300.00	\$232,000.00	
F03-D070	2946	Darvish	Indefinite Delivery Contract - ID148-ID160 - Electrical Construction	8/24/2006			5 - Construction	\$0.00	\$0.00	
GS-0475	3122	Redmond	FM Energy Facility - Chiller #2 Repairs	8/6/2007			5 - Construction	\$0.00	\$9,870.00	
GS-0476	3123	Young	Columbia Mills Building (110708) -1st Floor DOR Partial Carpet Replaceme	10/23/2007			5 - Construction			
GS-0481	3129	Young	Bishopville (106905) - SBS Asphalt Resurfacing and Exterior ADA Updates	11/16/2007			5 - Construction	\$500.00	\$95,742.00	
GS-0333	2924	Graham	Lace House (100313) - Sea Grass Carpet / Basement	7/13/2006			5 - Construction	\$1,000.00	\$11,000.00	7/26/2006
F03-D073	2976	Darvish	Indefinite Delivery Contract - ID161-ID178 - Construction	10/30/2006			5 - Construction	\$0.00	\$0.00	
GS-0373	2999	Young	Rutledge Building (100342) - Dept. of Educ. - Basement Conference Room	1/12/2007			5 - Construction	\$165.00	\$6,000.00	
GS-0410	3047	Darvish	SLED - Misc. Repairs/ Renovation (FY 07/08)	6/13/2007			5 - Construction	\$1,000.00	\$99,243.80	
F03-9840	3050	Darvish	SLED - Forensic Lab - New Incinerator	6/14/2007			5 - Construction	\$2,500.00	\$150,000.00	
GS-0414	3052	Darvish	SLED - Forensic Lab - Install security door and replace front door.	6/16/2007			5 - Construction	\$1,000.00	\$23,000.00	
GS-0279	2861	Holmstrom	Columbia Mills Building (110708) - Modernize SCSM Hydraulic Elevator	2/15/2006			5 - Construction	\$2,200.00	\$77,100.00	
GS-0262	2844	Darvish	SLED - Forensic Lab Building - Misc. Repairs/ Renovation	1/31/2006			5 - Construction	\$5,000.00	\$99,000.00	
GS-0297	2881	Graham	Calhoun Building (100288) - Add AC to Electrical Rooms	3/23/2006			5 - Construction	\$800.00	\$67,800.00	5/16/2006
GS-0322	2915	Darvish	Gressette-Collins Building - Retirement Systems- Misc- Repair/Renovation	6/26/2006			5 - Construction	\$1,000.00	\$90,000.00	
GS-0383	3017	Young	Brown Building (100303) - Treasurer's Office - 3rd Floor Renovation Abate	3/21/2007			5 - Construction	\$1,025.00	\$31,250.00	4/30/2007
GS-0323	2916	Graham	Calhoun Building (100288) - Eliminate Water Intrusion Through Ground Flo	6/29/2006			5 - Construction	\$5,000.00	\$50,000.00	
GS-0326	2919	Graham	Blatt Building (100302) - Modify Stairwell Railings	7/6/2006			5 - Construction	\$2,500.00	\$50,000.00	
F03-9813	2931	Holmstrom	Hayne Laboratory Building - Emergency Generator Replacement/Repairs	8/7/2006			5 - Construction	\$7,200.00	\$139,200.00	
GS-0283	2826	Graham	Executive Center - Public Service Commission - Bench Design	12/19/2005			5 - Construction	\$3,235.91	\$31,300.00	
F03-9807	2865	Darvish	SLED - Headquarters - Perimeter Security Installation and Resolution of W	2/22/2006			5 - Construction	\$13,000.00	\$1,491,675.00	
GS-0285	2867	Darvish	SLED - Headquarter- Misc. Repair/ Renovation	2/22/2006			5 - Construction	\$5,000.00	\$99,000.00	
F03-9814	2934	Suarez	Data Center Building (113943) - Precast Concrete Walls Recoating & Rese	8/7/2006			5 - Construction	\$7,500.00	\$190,500.00	
GS-0418	3056	Young	Brown Building (100303) - Administrative Law Court - Carpet Installation	6/18/2007			5 - Construction	\$1,000.00	\$66,600.00	
GS-0420	3058	Darvish	Commission for the Blind (100409) - Misc. Repairs/ Renovations	6/19/2007			5 - Construction	\$5,000.00	\$99,000.00	
GS-0421	3059	Creighton	McEachern Parking Facility (100289) - Replace 3 Fire Sprinkler Zone Air C	6/19/2007		6/19/2007	5 - Construction	\$0.00	\$30,000.00	
GS-0423	3061	Darvish	Commission for the Blind (100409) - Waterproofing	6/19/2007			5 - Construction	\$5,000.00	\$99,000.00	
GS-0424	3062	Creighton	Adjutant General (110706) - Replace Toilet Partitions	6/19/2007		6/19/2007	5 - Construction	\$0.00	\$12,000.00	
F03-9832	3004	Darvish	SLED - Broad River Road - Construct Mini-Warehouses	1/29/2007			5 - Construction	\$5,000.00	\$240,400.00	
GS-0389	3024	Young	Brown Building (100303) - Administrative Law Court - Renovations	4/9/2007			5 - Construction	\$3,700.00	\$70,000.00	
GS-0392	3026	Darvish	SLED - Broad River Road - Upgrade Mail Room	4/9/2007			5 - Construction	\$3,000.00	\$99,000.00	
GS-0393	3027	Darvish	Gressette-Collins Building - SC Retirement Systems - Window Waterproofi	4/9/2007			5 - Construction	\$2,500.00	\$90,000.00	
F03-9835	3028	Darvish	Gressette Building (100301) - Roof Replacement	4/19/2007			5 - Construction	\$12,500.00	\$317,500.00	
F03-9836	2999a	Young	Rutledge Building (100342) - Dept. of Educ. - Basement Conference Room	4/19/2007			5 - Construction	\$4,000.00	\$235,266.00	
F03-N237	2861A	Holmstrom	Columbia Mills Building (110708) - Modernize SCSM Hydraulic Elevator	2/15/2006			5 - Construction	\$2,200.00	\$62,200.00	
GS-4897	2251	McMurray	State Training Center (114148) - Miscellaneous Repairs	12/4/2001			5 - Construction	\$4,770.50	\$7,000.00	
GS-0404	3039	Young	Dennis Building (100287) - Attorney General Office's Renovations	5/17/2007			5 - Construction	\$3,000.00	\$87,000.00	
GS-0427	3065	Creighton	Five Points Building (100415) - Replace Toilet Partitions	6/19/2007			5 - Construction	\$0.00	\$18,500.00	
GS-0428	3066	Creighton	Dennis Building (100287) - Replace Faucets (63)	6/19/2007		6/19/2007	5 - Construction	\$0.00	\$15,150.00	
GS-0429	3067	Creighton	Blatt Building (100302) - Replace Plumbing Fixtures	6/19/2007		6/19/2007	5 - Construction	\$0.00	\$11,500.00	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
GS-0432	3070	Creighton	Calhoun Building (100288) - Replace Domestic Hot Water Heater	6/19/2007		6/19/2007	5 - Construction	\$0.00	\$12,000.00	
GS-0467	3112	Young	Kingstree DMV (108164) - SBS Asphalt Resurfacing	9/25/2007			5 - Construction	\$250.00	\$92,000.00	
F03-9834	2988	Suarez	ESC - Hampton Workforce Center Addition - Construction	11/21/2006			5 - Construction	\$3,500.00	\$249,500.00	
F03-9831	2776a	Darvish	Capitol Complex - Security Upgrades & Improvements	12/5/2006			5 - Construction	\$100,000.00	\$6,000,000.00	
GS-0445	3085	Darvish	State Library(100412) - Emergency Generator Replacement	7/9/2007			5 - Construction	\$0.00	\$15,000.00	
GS-0448	3088	Creighton	Wade Hampton (100300) - Basement IT Training Classroom	7/13/2007			5 - Construction	\$2,000.00	\$51,370.00	
F03-D076	3091	Darvish	Indefinite Delivery Contract - ID186-190 - Mechanical	7/27/2007			5 - Construction	\$0.00	\$0.00	
F03-9815	2953	Creighton	FM Energy Facility Building (100410) - Cooling Tower #1 Replacement	9/26/2006			5 - Construction	\$11,000.00	\$279,400.00	
F03-9827	2986	Holmstrom	State Park Complex - Public Health Emergency Pharmacy Construction	10/12/2006			5 - Construction	\$8,000.00	\$988,820.00	
GS-0455	3097	Graham	Lace House (100313) - Emergency Bat Eradication	8/8/2007			5 - Construction	\$1,100.00	\$61,245.00	
GS-0457	3099	Young	Wade Hampton (100300) - Treasurer's Office Renovations	8/16/2007			5 - Construction	\$1,000.00	\$20,000.00	
GS-0459	3102	Young	Columbia Mills (110708) - DOR - Hard Tile Demo /Carpet (3rd Floor)	8/23/2007			5 - Construction	\$250.00	\$26,573.00	
F03-9841	3017a	Young	Brown Building (100303) - Board of Financial Institutions - 3rd Floor Renova	8/23/2007			5 - Construction	\$6,964.80	\$181,720.00	
GS-0461	3104	Young	Federal Surplus / Office Property Building (100396) - Renovations	8/23/2007			5 - Construction	\$250.00	\$14,000.00	
GS-4974	2381	Darvish	B&CB Facilities - Fire Protection System Repairs	10/24/2002			5 - Construction	\$4,500.00	\$54,000.00	
GS-4975	2383	Darvish	B&CB Facilities - Mechanical System Repairs	11/8/2002			5 - Construction	\$4,387.50	\$99,999.00	
GS-4983	2399	Graham	Caldwell-Boylston House (104561) - Paint Exterior	2/27/2003			5 - Construction	\$7,000.00	\$80,957.23	
GS-4989	2414	Darvish	B&CB Facilities - Roofing Repairs	3/21/2003			5 - Construction	\$8,520.00	\$99,999.00	
F03-9829	2972	Suarez	State House Building (107892) - Senate Chamber - Chandelier Repairs/Ref	11/10/2006			5 - Construction	\$5,000.00	\$165,000.00	
GS-0017	2449	Darvish	Gressette-Collins Building (110713) - Ret. Sys. - Misc. Repairs/Renov. (FY	6/18/2003			5 - Construction	\$4,178.19	\$99,999.00	
GS-0109	2588	Graham	Governor's Mansion Complex - Storm Damage Repairs	7/20/2004			5 - Construction	\$165.00	\$10,000.00	
F03-9783	2596	Graham	Charleston - Morris Island Lighthouse Stabilization	8/12/2004			5 - Construction	\$0.00	\$1,000,000.00	
GS-0162	2707	McMurray	State House Building (107892) - Install Access Platform for AHU-7	1/14/2005			5 - Construction	\$7,500.00	\$93,614.00	
F03-9786	2712	Darvish	SLED - 1731 Bush River Road Acquisition	2/22/2005			5 - Construction	\$8,000.00	\$2,080,000.00	
GS-0176	2723	Darvish	B&CB Facilities - Mechanical System Repairs (04-05)	5/5/2005			5 - Construction	\$2,000.00	\$94,000.00	
F03-9789	2749	Lee	Rutledge Building (100342) - Exterior Repairs	5/23/2005			5 - Construction	\$9,257.50	\$378,257.50	
GS-0226	2754	Graham	State Fleet Management Shop Move	5/24/2005			5 - Construction	\$4,000.00	\$75,000.00	8/1/2005
GS-0197	2757	Darvish	Gressette-Collins Building (110713) - Ret. Sys. - Painting & Bathroom Reno	6/14/2005			5 - Construction	\$2,000.00	\$75,000.00	
F03-9800	2789	Graham	SC Fire Academy - New Urban Search & Rescue Facility	7/28/2005			5 - Construction	\$30,000.00	\$3,014,198.00	12/1/2006
F03-9798	2791	Graham	SC Fire Academy - New Live Fire Burn & Rescue Building	7/28/2005			5 - Construction	\$12,047.50	\$475,680.00	3/1/2006
GS-0240	2809	Darvish	SLED - Computer Building - Misc. Renovation (Fy06-07)	3/17/2006			5 - Construction	\$5,000.00	\$99,000.00	
F03-9504	0696	McMurray	Fire Academy Cleanup	2/19/1992		2/29/2000	6 - Close-out	\$26,896.41	\$1,770,700.00	
GS-0409	3045	Suarez	Columbia Mills Building - DOR - Basement - Add HVAC and Elec for New P	6/4/2007			6 - Close-out	\$1,500.00	\$55,000.00	8/15/2007
F03-9725	2204a	McMurray	Veterans Cemetery Design and Construction - Anderson, SC	11/1/2001			6 - Close-out	\$45,884.14	\$5,183,850.00	
F03-9830	3005	Holmstrom	State Park Complex - Demolish Dilapidated Structures	1/31/2007			6 - Close-out	\$4,000.00	\$470,750.00	
F03-9833	3008	Suarez	ESC - Rock Hill Workforce Center - Building Repairs	2/7/2007			6 - Close-out	\$2,300.00	\$200,000.00	
GS-0388	3023	Suarez	Columbia Mills Building - CRRMM - Exhibit Furnishings & Design	4/8/2007			6 - Close-out	\$1,200.00	\$99,900.00	11/1/2007
GS-0395	3032	Martin	Brown Building (100303) - 3rd Floor Canteen Wall	4/25/2007			6 - Close-out		\$6,000.00	
F07-TBD	2312	Graham	Penn Center - Renovations to Four Structures	5/1/2002			6 - Close-out	\$0.00	\$0.00	
GS-0473	3120	Suarez	ESC - Rock Hill Workforce Center - Mitigate Hidden Conditions	10/15/2007			6 - Close-out	\$0.00	\$53,000.00	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
F03-9741	2322	Suarez	ESC - OSRC - Reed Act Buildings - Beaufort	4/1/2002			6 - Close-out	\$41,500.00	\$2,130,000.00	
GS-4946	2326	Graham	Brown Building (100303) - Refurbish Curtainwall	5/24/2002			6 - Close-out	\$1,450.00	\$28,000.00	
GS-0462	3106	Suarez	ESC - Rock Hill Workforce Center - Building & Site Improvements	9/5/2007			6 - Close-out	\$0.00	\$42,500.00	
GS-4992	2419	Graham	Columbia Mills Building (110708) - SC State Museum - Clean HVAC Unit P-	3/31/2003			6 - Close-out	\$1,050.00	\$16,914.00	
F03-9774	2522	McMurray	Columbia Mills Building (110708) - Cooling Tower Replacement	2/4/2004			6 - Close-out	\$8,100.00	\$230,270.25	
GS-0124	2610	McMurray	Engineering Support for Surplus Property Disposal - DDSN Dorchester	9/15/2004			6 - Close-out	\$2,500.00	\$55,950.00	
F03-9799	2734a	Creighton	Will Lou Gray Opportunity School - HVAC Repairs and Upgrades	11/10/2005			6 - Close-out	\$70,592.26	\$2,483,000.00	
F03-9790	2750	Holmstrom	State Library Building (100412) - Electric Heat & Chilled Water Valves Repa	5/23/2005			6 - Close-out	\$16,700.00	\$344,800.00	
TBD	2761	Graham	Penn Center - Jasmine & Cedar Cottages Lead Paint Removal	7/13/2005			6 - Close-out	\$0.00	\$0.00	
F03-9824	2780	Suarez	Columbia Mills Building (110708) - Confederate Relic Room & Military Muse	8/15/2005			6 - Close-out	\$16,500.00	\$410,435.00	
F03-9828	2925	Graham	Lace House (100313) - Cornice Repairs	7/12/2006			7 - Warranty	\$8,000.00	\$130,000.00	
GS-0357	2977	Creighton	Columbia Mills Building (110708) - Boiler #2 Repair	10/30/2006			7 - Warranty	\$1,282.00	\$31,735.00	
GS-0362	2982	Creighton	Archives & History Center (113898) - Boiler Repair	10/30/2006			7 - Warranty	\$2,400.00	\$19,660.80	
GS-0376	2997	Suarez	ESC - Bennettsville Workforce Center - Roof Repairs	2/6/2007			7 - Warranty	\$1,500.00	\$25,000.00	
GS-0390	3000	Graham	Public Service Commission - Kitchen Enlargement	1/12/2007			7 - Warranty	\$1,925.00	\$25,847.00	
GS-0408	3043	Creighton	Sims/Aycock Building (100333) - Install 9 Circuits from UPS	5/31/2007			7 - Warranty	\$1,000.00	\$32,987.75	
GS-4528	1568	Young	Fire Evacuation Diagrams	4/3/1997			7 - Warranty	\$42,761.97	\$47,000.00	
GS-0293	2876	McMurray	Arts Commission Building (114586) - Replace Computer Room A/C Unit	3/13/2006			7 - Warranty	\$2,000.00	\$23,976.00	
GS-0268	2850	Suarez	ESC - Gaffney Workforce Center- Investigate Building Leaks	2/9/2006			7 - Warranty	\$750.00	\$5,000.00	
GS-0270	2852	Graham	Supreme Court Building (100393) - Survey, Redesign and Resurface Parki	2/10/2006			7 - Warranty	\$2,900.00	\$80,000.00	
F03-N234	2853	Graham	Supreme Court Building (100393) - Replace Low-Slope Roofing	2/10/2006			7 - Warranty	\$1,100.00	\$62,500.00	
GS-0273	2855	Graham	Hayne Laboratory Building (100414) - Replace Domestic Hot Water Tank	2/14/2006			7 - Warranty	\$2,200.00	\$59,700.00	
GS-0274	2856	Graham	Calhoun Building (100288) - Domestic Water Booster	2/15/2006			7 - Warranty	\$2,000.00	\$40,677.00	
GS-0275	2857	Graham	Wade Hampton Building (100300) - Replace Domestic Water Pumps	2/14/2006			7 - Warranty	\$2,500.00	\$39,000.00	
F03-9805	2841	Graham	Calhoun Building (100288) - Judicial Department - Computer Room Renova	1/26/2006			7 - Warranty	\$5,000.00	\$248,000.00	
GS-0298	2883	Suarez	Data Center Building (113943) - Sump and Drain Repairs	3/24/2006			7 - Warranty	\$1,500.00	\$19,120.00	
GS-0384	3012	Creighton	Sims/Aycock Building (100333) - Floor Reinforcement	2/6/2007			7 - Warranty	\$2,800.00	\$25,821.00	
GS-0398	3014	Graham	Governor's Mansion - 1st Floor Sanding & Refinishing	3/9/2007			7 - Warranty	\$3,800.00	\$17,100.00	
F03-9799	2734b	Creighton	Will Lou Gray Opportunity School - Dining Hall HVAC Repairs	3/14/2007		7/22/2007	7 - Warranty	\$10,000.00	\$2,483,000.00	
GS-0306	2894	Suarez	Capitol Complex Lot (800028) - African American History Monument - Prote	5/11/2006			7 - Warranty	\$2,000.00	\$45,000.00	
GS-0328	2921	Suarez	State House Building - Senate Chamber Chandelier Repair / Replacement	7/11/2006			7 - Warranty	\$15,000.00	\$55,600.00	
GS-0290	2820	Suarez	Columbia Mills Building (110708) - SCDOR - 1st Flr - Relocate Printer	11/28/2005			7 - Warranty	\$1,650.00	\$18,782.00	
GS-0248	2822	Suarez	Data Center Building (113943) - Computer Room Electrical Improvements	12/5/2005			7 - Warranty	\$1,000.00	\$22,230.00	
GS-4959	2356	Darvish	Hayne Laboratory Building (100414) - DHEC - 2nd Floor Renovation and In	8/9/2002			7 - Warranty	\$1,500.00	\$84,270.00	
F03-N227	2818	Suarez	Columbia Mills Building (110708) - DOR - 3rd Flr - New Cubicle Area	11/28/2005			7 - Warranty	\$2,214.35	\$66,350.00	2/1/2006
GS-0425	3063	Creighton	Harden Street / DSS Building (111619) - Restroom Flush Valve Replaceme	6/19/2007			7 - Warranty	\$0.00	\$11,000.00	
GS-4844	2158	Graham	Calhoun Building (100288) - First Fl./Basement - Upgrade Security & Acce	3/16/2001			7 - Warranty	\$3,000.00	\$23,000.00	
F03-9727	2223	Graham	Hayne Laboratory Building (100414) - Replace / Refurbish Roof	10/17/2001			7 - Warranty	\$9,136.25	\$126,053.39	
F03-9837	3036	Graham	B&CB/CIO - Four (4) Microwave Buildings - Roof Replacement	5/2/2007			7 - Warranty	\$6,000.00	\$111,000.00	
GS-0430	3068	Creighton	Gressette Building (100301) - Replace 36 flush valves - 6 urinals - 30 toilets	6/19/2007			7 - Warranty	\$0.00	\$5,600.00	

12/3/2007

Project										
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GS-0431	3069	Creighton	Supreme Court Building (100393) - Replace 15 Faucets	6/19/2007			7 - Warranty	\$0.00	\$5,250.00	
GS-0446	3086	Holmstrom	Rutledge Building (100342) - Elevator Control Room A/C System Replacem	7/9/2007			7 - Warranty	\$2,500.00	\$22,000.00	
GS-0454	3096	Creighton	ESC - Greenville Office - Roof Repair	8/2/2007			7 - Warranty			
F03-9816	2954	Creighton	Harden Street/DSS Building (111619) - HVAC Units Replacement (RTU #1	9/26/2006			7 - Warranty	\$10,000.00	\$254,000.00	
F03-9821	2957	Creighton	Sims/Aycock Building (100333) - Cooling Tower Replacement	9/26/2006			7 - Warranty	\$4,330.00	\$109,982.00	
F07-9745	2265a	Graham	FM Energy Facility Building (100410) - Replace Boiler #2	2/1/2002			7 - Warranty	\$9,875.41	\$307,000.00	
GS-0463	3107	Suarez	Columbia Mills Building - Replace Transformer at Old Cistern Area	9/5/2007			7 - Warranty			
F03-N198	2392a	McMurray	State House Building (107892) - HVAC and Humidity Problems	1/10/2003			7 - Warranty	\$7,000.00	\$84,500.00	
GS-0041	2489	McMurray	Arts Commission Building (114586) - Repairs to Retaining Wall	10/9/2003			7 - Warranty	\$3,000.00	\$26,350.00	
GS-0143	2634	Graham	Wade Hampton Building (100300) - Exterior Handrails	11/4/2004			7 - Warranty	\$660.00	\$51,200.00	
GS-0163	2708	Darvish	Gressette-Collins Building (110713) - Ret. Sys. - HVAC Modification & Roof	1/18/2005			7 - Warranty	\$3,000.00	\$98,000.00	
GS-0187	2734	McMurray	Will Lou Gray Opportunity School - Energy/HVAC Replacement and Upgrad	3/17/2005			7 - Warranty	\$3,000.00	\$91,300.40	
GS-0180	2735	Graham	North Towers Building (100330) - DSS - Renovate 3rd Floor Toilets	4/4/2005			7 - Warranty	\$5,800.00	\$33,940.00	
GS-0181	2736	Graham	Brown Building (100303) - Renovate 1st Floor Toilets	4/4/2005			7 - Warranty	\$2,500.00	\$33,940.00	
GS-0198	2758	Graham	Governor's Mansion (100314) - Shutter Replacement	6/14/2005			7 - Warranty	\$3,025.00	\$48,000.00	
F03-N238	2798	Suarez	Dennis Building - Exterior Ceiling Repairs	9/29/2005			7 - Warranty	\$4,720.00	\$99,495.00	
GS-0340	2938	Young	Wade Hampton (100300) - BPS/Renovation of Office Space Basement	8/16/2006			8 - Completed	\$275.00	\$36,905.00	
F03-9820	2940	Young	Harden Street/DSS Building (111619) - First and Second Floor Carpet Repl	8/17/2006			8 - Completed	\$9,251.00	\$178,858.00	
GS-0343	2943	Darvish	Hayne Laboratory Building (100414) - DHEC - Security Upgrades	8/18/2006			8 - Completed	\$550.00	\$50,000.00	
GS-0344	2945	Young	Five Points Building (100415) - USC/USC Renovation Suite 100 &103	8/24/2006			8 - Completed	\$275.00	\$19,313.00	
GS-0345	2947	Young	Dennis Building (100287) - R&S/Renovation Conference Room 417	8/30/2006			8 - Completed	\$275.00	\$39,526.00	10/1/2006
GS-0442	3082	Graham	Governors Mansion Complex - Carriage House - Replace Carpet in Nanny	6/29/2007			8 - Completed	\$200.00	\$3,000.00	7/9/2007
GS-0443	3083	Suarez	Capitol Complex Lot - Law Enforcement Officers Memorial - Plaque Founda	7/2/2007			8 - Completed	\$300.00	\$2,000.00	
GS-0256	2831	Darvish	Hayne Laboratory Building (100414) - DHEC - First Floor Renovation	1/11/2006			8 - Completed	\$2,000.00	\$30,000.00	
GS-0477	3124	Creighton	Wade Hampton (100300) - Door Installation - Basement Mechanical Room	10/29/2007			8 - Completed	\$1,500.00	\$7,500.00	11/16/2007
GS-0478	3125	Redmond	Columbia Mills Building (110708) - Chiller #1 & #2 Repairs	10/31/2007			8 - Completed	\$0.00	\$19,796.32	
GS-0329	2922	McCaillum	Agriculture Laboratory (000304) - Lightning Damage Repairs	7/18/2006			8 - Completed	\$0.00	\$5,000.00	
GS-0349	2923	Graham	Supreme Court Building (100393) - New Office HVAC Relocation	7/13/2006			8 - Completed	\$1,172.00	\$18,350.00	
GS-0330	2926	Young	Dennis Building (100287) - Research and Statistics Conference Room Ren	7/26/2006			8 - Completed			
GS-0331	2927	Suarez	Columbia Mills Building (110708) - DOR - Basement - Window Security Up	7/28/2006			8 - Completed	\$212.20	\$11,911.20	
GS-0335	2930	Young	Five Points Building (100415) - New Carpet for Room 100	8/7/2006			8 - Completed	\$55.00	\$1,555.00	8/30/2006
GS-0358	2978	Young	Dennis Building (100287) - Legislative Council - Light Fixture Lenses	11/1/2006			8 - Completed	\$109.95	\$8,625.31	11/30/2006
GS-0359	2979	Young	Blatt Building (100302) - Second Floor Hallway Carpet Replacement	11/1/2006			8 - Completed		\$25,000.00	
GS-0360	2980	Jean-Paul Gouffr	Gressette Building (100301) - Indoor Air Quality	11/2/2006			8 - Completed	\$0.00	\$3,050.00	
GS-0361	2981	McCaillum	Dennis Building (100287) - DNR - First Floor Modifications by FM Maintena	11/6/2006			8 - Completed	\$1,000.00	\$10,000.00	
GS-0364	2984	Young	Sumter Street Building (104178) - Carpet Replacement 2nd Floor	11/17/2006			8 - Completed	\$0.00	\$25,000.00	
GS-0368	2994	McCaillum	Wade Hampton Building (100300) - Treasurer's Office Signage	12/20/2006			8 - Completed		\$1,500.00	1/10/2006
GS-0371	3001	Young	Rutledge Building (100342) - Dept of Education 10th Floor Renovation	1/19/2007			8 - Completed	\$680.00	\$19,950.00	
GS-0372	3003	Darvish	State House - Interior Moisture Intrusion Repairs	1/24/2007			8 - Completed	\$1,000.00	\$35,000.00	
F03-9588	0935	Metz	Motor Vehicle Management - Relocate Vehicle Storage Service	12/20/1990		1/5/1996	8 - Completed	\$32,110.69	\$630,973.76	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
D10-9512	1241	Graham	SLED - Inmate Quarters / Tracking Facility	1/12/1995		8/11/1997	8 - Completed	\$0.00	\$0.00	
F03-9619	1268	Metz	Brown Building (100303) - Refurbish 3rd & 4th Floors	3/14/1995		12/31/1997	8 - Completed	\$1.00	\$0.00	
F03-9585	1330	Darvish	Brown Building (100303) - 3rd Floor - Room 333 (Charge to State House	7/5/1995			8 - Completed	\$1.00	\$1,000.00	
GS-4395	1400	Suarez	Columbia Mills Building (110708) - Install U/G Fuel Oil Storage Tank	1/26/1996		3/26/1998	8 - Completed	\$5,000.00	\$99,000.00	
F03-9618	1313	Suarez	Rutledge Building (100342) - Roof Replacement	5/3/1996			8 - Completed	\$1.00	\$0.00	
	0772	Mills	Hayne Laboratory Building (100414) - Exterior Renovation	12/7/1992		6/3/1996	8 - Completed	\$1.00	\$0.00	
	0888	Leitner	Sumter Street Building (104178) - Fuel Cleanup	7/1/1986			8 - Completed	\$1.00	\$0.00	
F03-9585	1334	Suarez	Brown Building (100303) - 4th Floor - Governor's Office Computer Room	7/10/1995			8 - Completed	\$1.00	\$0.00	
P16-9502	1414	Carson	Columbia Farmers' Market - Dept. of Agric. - Fan Problem	3/11/1996			8 - Completed	\$16,555.00	\$2,226,095.79	
	1164	Metz	State Buildings - Lighting Retrofit	4/20/1994			8 - Completed	\$2.00	\$0.00	
F03-7017	2290	Graham	Caldwell-Boylston House (104561) - Renovation	10/20/1992		3/25/1998	8 - Completed	\$1.00	\$0.00	
F03-9604	1138	Graham	Governor's Mansion (100314) - Renovations	1/3/1994			8 - Completed	\$160,787.50	\$6,409,930.82	
F03-9625	1449	Metz	Blatt Building (100302) - Elevator Renovation	6/18/1996		1/31/2000	8 - Completed	\$12,500.00	\$575,000.00	
	1483	Darvish	Carolina Plaza - Basement - Lavatory Installation in Nurse's Office	8/29/1996			8 - Completed	\$1.00	\$2,500.00	
F03-9627	1515	Suarez	Columbia Mills Building (110708) - Warranty Re-roof	11/6/1996		12/22/1999	8 - Completed	\$10,000.00	\$150,000.00	
	1545	Darvish	State Buildings - Lighting Retrofit	1/15/1997			8 - Completed	\$1.00	\$0.00	
GS-4509	1551	Mills	Surplus Property - UST Abandonment	2/28/1997			8 - Completed	\$1,500.00	\$8,500.00	
GS-0411	3048	Darvish	SLED - Headquarters Bldg. - Carpet Replacement & Mold Inspection	6/13/2007			8 - Completed	\$1,500.00	\$35,000.00	
F03-9637	1571	Graham	Hayne Laboratory Building (100414) - Vertical Chase Modifications	4/3/1997			8 - Completed	\$1,500.00	\$150,000.00	
F03-9804	2872	Lee	Arts Commission Building (114586) - Roof Replacement	3/6/2006			8 - Completed	\$7,500.00	\$155,000.00	
F03-9803	2848	Young	Laurel Street Warehouse (100344) - Agency Mail - Miscellaneous Renovati	2/9/2006			8 - Completed	\$2,000.00	\$228,000.00	
GS-0267	2849	Darvish	Dennis Building (100287) - DNR - 2nd Floor - Install New Showers	2/9/2006			8 - Completed	\$1,100.00	\$13,852.84	
GS-0277	2859	McCallum	FM Energy Facility Building (100410) - Replace Boiler Room Air Compress	2/15/2006			8 - Completed	\$0.00	\$6,600.00	
GS-0278	2860	McCallum	Brown Building (100303) - Replace Air Compressor	2/15/2006			8 - Completed	\$800.00	\$8,800.00	
F03-D064	2843	Darvish	Indefinite Delivery Contract - ID129-ID133 - Asbestos and Lead Paint	1/30/2006			8 - Completed	\$0.00	\$0.00	
GS-0263	2845	Martin	Brown Building (100303) - Renovation Womens Second Floor Toilets	2/6/2006			8 - Completed	\$110.00	\$8,000.00	
GS-0282	2863	Young	Laurel Street Warehouse (100344) - Renovations	2/15/2006			8 - Completed	\$742.50	\$55,940.00	3/27/2006
	1614	Leitner	Olympia Mills - Project Budget Development	5/28/1997			8 - Completed	\$1.00	\$0.00	
F03-9638	1630	Clawson	Five Points Building (100415) - Office of Human Resources - First Floor	6/17/1997			8 - Completed	\$10,000.00	\$161,600.00	
GS-4560	1633	Marlow	OGS Facilities - Life/Safety Inspection & Corrective Work	6/19/1997		2/11/1999	8 - Completed	\$8,800.00	\$26,000.00	2/10/1999
	1644	Clawson	Blatt Building (100302) - Renovation - Rooms 305 and 307	7/21/1997			8 - Completed	\$1.00	\$0.00	
GS-4572	1646	Rogers	Various Buildings - Energy Study	7/22/1997			8 - Completed	\$1.00	\$25,000.00	
	1651	McCallum	Affinity Building - 8th Floor Renovations	7/29/1997			8 - Completed	\$1.00	\$0.00	7/30/1997
F03-9802	2882	Holmstrom	Blatt Building (100302) - Emergency Generator	3/24/2006			8 - Completed	\$10,500.00	\$432,000.00	
F03-9806	2886	Bryan	McEachern Parking Facility (100289) - In-Building Distributed Antenna (BD	4/13/2006			8 - Completed	\$5,000.00	\$150,000.00	
GS-0301	2887	McCallum	Blatt Building (100302) - Legislative Printing - FM Renovations at 2nd Floor	4/14/2006			8 - Completed	\$110.00	\$13,000.00	
GS-0302	2888	McCallum	Five Points Building (100415) - PPP - FM Renovations to 5th Floor Confere	4/14/2006			8 - Completed	\$110.00	\$12,000.00	
GS-0317	2910	Darvish	SLED - Bush River Road - Basement Waterproofing	6/22/2006			8 - Completed	\$1,500.00	\$45,000.00	
GS-0320	2913	Darvish	SLED - Bush River Road Building - Air Balancing	6/26/2006			8 - Completed	\$500.00	\$19,210.74	
GS-0385	3019	Young	Wade Hampton Building (100300) - Replace Basement Exterior Doors	3/27/2007			8 - Completed	\$1,500.00	\$14,500.00	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
GS-0386	3020	Young	Sims/Aycock Building (100333) - Rail and Step Leading to Exterior Mechani	3/27/2007			8 - Completed			
GS-0303	2890	Lee	Archives & History Center (113898) - Repair Slate Roof	4/17/2006			8 - Completed	\$1,500.00	\$74,750.00	
GS-0307	2895	Young	Dennis Building (100287) - Attorney General's Office - 7th Floor Renovation	5/15/2006			8 - Completed	\$1,020.00	\$46,937.94	
GS-0310	2898	Suarez	Data Center Building (113943) - Replace Coil and Add Humidifier Unit at A	5/24/2006			8 - Completed	\$1,000.00	\$45,000.00	
GS-0309	2897	Bryan	State House Building (107892) - Security Camera Recorder Repairs	5/25/2006			8 - Completed	\$1,000.00	\$4,000.00	
GS-0312	2900	Suarez	Columbia Mills Building (110708) - DOR - 1st Floor Electrical Upfit for Cubic	5/29/2006			8 - Completed	\$371.25	\$46,000.00	
GS-0313	2902	Darvish	Geology Building (107778) - Water Infiltration	6/5/2006			8 - Completed	\$1,000.00	\$25,000.00	
GS-0324	2917	Darvish	SLED - Forensics Lab - Renovations to Implied Consent Area	6/29/2006			8 - Completed	\$2,000.00	\$99,000.00	
GS-0325	2918	Young	B&CB Facilities - Insulate Pipes Per OSHA Safety Inspection	7/5/2006			8 - Completed	\$275.00	\$36,080.00	
GS-0327	2920	McCallum	Lace House (100313) - HVAC Repairs	7/10/2006			8 - Completed	\$0.00	\$25,000.00	
F03-9812	2932	Darvish	State Library Building (100412) - Plaza Waterproofing	8/7/2006			8 - Completed	\$10,440.00	\$215,760.00	
GS-0336	2933	Suarez	Data Center Building (113943) - Battery System Maintenance	8/7/2006			8 - Completed	\$250.00	\$14,018.00	
F03-9652	1670	Darvish	State Park - Removal/Installation of UST'S Service Station	7/1/1997		12/20/1998	8 - Completed	\$3,330.00	\$120,000.00	
F03-9669	1672	Darvish	Five Points Building Parking Deck (109441) - Repair Concrete Deck	10/13/1997			8 - Completed	\$30,000.00	\$1,512,950.00	
D F03-D063	2821	Holmstrom	Indefinite Delivery Contract (Small) - MEP + Fire Protection (BG&A)	12/5/2005			8 - Completed	\$0.00	\$0.00	
D F03-9677	1813	Suarez	Columbia Mills Building (110708) - Confederate Relic Room Museum Reloc	10/20/1998			8 - Completed	\$20,963.78	\$738,561.00	
F03-9644	1688	Suarez	FM Energy Facility Building (100410) - Cooling Tower Replacement	7/1/1997			8 - Completed	\$7,695.05	\$178,876.86	
F03-9647	1690	Darvish	Lighting Retrofit - Phase II - Various B&CB Buildings	12/2/1997			8 - Completed	\$15,000.00	\$764,856.00	
F07-N075	1819	Young	Capitol Complex Lot (800028) - Clean/Repair Monuments	11/9/1998			8 - Completed	\$16,000.00	\$40,458.11	
F03-D026	2349	Suarez	Indefinite Delivery Contract (Small) - ID52 - Structural Engineering (Mabry)	7/17/2002			8 - Completed	\$0.00	\$0.00	
GS-4957	2351	Young	Dennis Building (100287) - Update Senator Dennis' Plaque	7/23/2002			8 - Completed	\$480.00	\$2,700.00	10/15/2002
GS-4958	2352	McCallum	925-27 and 921 (Rear) Main Street - Renovations	7/24/2002			8 - Completed	\$500.00	\$20,000.00	
F03-D027	2355	McCallum	Indefinite Delivery Contract (Small) - ID53 - Personal Property Appraisal Se	8/1/2002			8 - Completed	\$0.00	\$0.00	8/1/2004
F03-9647	1727	Darvish	Lighting Retrofit - Phase II - Various Buildings	3/31/1998			8 - Completed	\$15,000.00	\$764,856.00	
GS-4632	1805	Darvish	Gressette Building (100301) - Senate - Renovate Room 206	10/12/1999			8 - Completed	\$550.00	\$3,800.00	
F03-9664	1808	Darvish	Sims/Aycock Building (100333) - Roof Replacement/Phase III	10/19/1998		2/28/2002	8 - Completed	\$6,836.50	\$443,057.49	
GS-4643	1829	Darvish	Dennis Building (100287) - Attorney General - Install shower	10/8/1998			8 - Completed	\$1,100.00	\$6,000.00	
GS-4645	1831	Darvish	Dennis Building (100287) - Attorney General - Renovate 7th Floor Kitchen	12/17/1998			8 - Completed	\$770.00	\$5,230.00	
F07-N080	1832	Darvish	Gressette-Collins Building (110713) - SC Retirement System - Install of Ne	12/17/1998			8 - Completed	\$1,650.00	\$30,000.00	
	1858	Suarez	Data Center Building (113943) - C&P Additional Consulting	2/1/1999			8 - Completed	\$25,000.00	\$25,000.00	9/1/2000
F03-9667	1864	McCallum	Laurel Street Warehouse (100344) - Research and Statistics Renovation	3/16/1999		8/30/2000	8 - Completed	\$10,000.00	\$420,000.00	6/5/1999
F03-9418	1872	Redmond	Statewide Asbestos Survey - Phase IV	1/1/1986			8 - Completed	\$20,499.88	\$8,939,643.17	
	1882	Metz	Department of Commerce - Furniture Selections	4/28/1999			8 - Completed	\$1,000.00	\$0.00	5/7/1999
F07-N098	1900	Darvish	Geology Building (107778) - Replace Roof	6/1/1999			8 - Completed	\$5,571.70	\$90,771.70	
GS-4704	1923	Suarez	Columbia Mills Building (110708) - DOR - Elec. / Computer Room HVAC (3	7/9/1999			8 - Completed	\$2,000.00	\$11,813.00	
	1938	Darvish	Indefinite Delivery Contract - A/E Services	6/30/1999			8 - Completed	\$0.00	\$0.00	
F07-D006	1948	Holmstrom	Indefinite Delivery Contract (Small) - ID31 - Waterproofing and Roofing (Sta	9/27/1999			8 - Completed	\$0.00	\$0.00	
GS-4714	1955	Graham	Capitol Complex Lot (800028) - Gate Lift Arm	10/11/1999			8 - Completed	\$1,500.00	\$3,595.00	
F03-9689	1983	Bryan	Capitol Complex Lot (800028) - Site Renovation Improvements	10/15/1999			8 - Completed	\$92,228.63	\$2,235,590.36	
GS-4755	2028	Martin	Sims/Aycock Building (100333) - Repair Mailroom Floor	3/13/2000			8 - Completed	\$1,000.00	\$7,185.56	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
GS-4761	2036	Darvish	Indefinite Delivery Contract - Construction (SC State University)	3/29/2000			8 - Completed	\$5,500.00	\$5,500.00	
F07-D010	2037	Darvish	Indefinite Delivery Contract (Small) - ID30 - Structural Engineering Services	3/29/2000			8 - Completed	\$0.00	\$0.00	
GS-4762	2040	Suarez	Columbia Mills Building (110708) - Site Improvements	4/13/2000			8 - Completed	\$2,000.00	\$20,525.00	
F07-N140	2044	McCallum	Survey Mauldin Cemetery	4/13/2000			8 - Completed	\$2,000.00	\$1,800.00	
F07-D011	2053	Darvish	Indefinite Delivery Contract - ID17-ID26 - Construction	5/31/2000			8 - Completed	\$0.00	\$0.00	
GS-4783	2066	McCallum	Forsythe Building (100337) - Minor Renovations	6/29/2000			8 - Completed	\$1,500.00	\$19,500.00	
F07-N154	2072A	McMurray	Adjutant General Office Building (110706) - Replace HVAC System Air Han	7/21/2000			8 - Completed	\$3,500.00	\$39,300.00	
F07-N165	2075a	McMurray	Assembly Street Parking Deck (100413) - Install Exhaust Fan Servicing Pla	7/21/2000			8 - Completed	\$4,124.48	\$18,150.00	
GS-4792	2077	Barilla	Data Center Building (113943) - Add Exterior Sign	7/15/2000			8 - Completed	\$4,575.00	\$12,500.00	
F03-9699	2081	Holmstrom	B&CB Facilities - Heating Oil U/G Tank(s) Removal	7/1/2000			8 - Completed	\$37,667.20	\$479,000.00	
GS-0266	2836	Suarez	Data Center Building (113943) - Canopy for Emergency Communications T	1/19/2006			8 - Completed	\$2,000.00	\$47,750.00	
GS-0258	2837	Young	Dennis Building (100287) - Renovation 5th Floor Lobby	1/23/2006		9/28/2007	8 - Completed	\$656.14	\$25,071.31	
GS-0260	2839	Young	Five Points Building (100415) - PPP - Basement Renovation	1/24/2006		12/15/2006	8 - Completed	\$0.00	\$2,140.66	
GS-0281	2864	Darvish	Calhoun Building (100288) - Coils Replacement	2/15/2006			8 - Completed	\$1,500.00	\$21,500.00	
GS-0337	2935	Darvish	Hayne Laboratory Building (100414) - DHEC - 2nd Floor Renovation	8/8/2006			8 - Completed	\$1,500.00	\$59,700.00	
GS-0339	2937	Suarez	ESC - Gaffney Workforce Center - Roof Repairs	8/8/2006			8 - Completed	\$550.00	\$11,725.00	
GS-0347	2950	Suarez	Columbia Mills Building (110708) - DOR - 2nd FI SCBOS Area - Elec. for N	9/8/2006			8 - Completed	\$550.00	\$5,000.00	
GS-0416	3054	Creighton	FM Office Building (100335) - New Office Space	6/18/2007			8 - Completed	\$0.00	\$6,013.05	
GS-0417	3055	Creighton	Columbia Mills Building (110708) - Remove painted palm trees	6/18/2007			8 - Completed	\$0.00	\$8,122.09	
GS-0422	3060	Creighton	Hayne Laboratory (100414) - Replace 32 flush valves & 16 faucets in all res	6/19/2007		6/19/2007	8 - Completed	\$0.00	\$12,600.00	
F03-9707	2108	Darvish	State Library Building (100412) - Roof Replacement	9/29/2000			8 - Completed	\$5,197.50	\$174,874.50	
GS-4809	2109	Darvish	Gressette-Collins Building (110713) - SC Retirement System - Replacemen	9/29/2000			8 - Completed	\$0.00	\$30,000.00	
F07-N163	2130	Bryan	McEachern Parking Facility (100289) - Leak Investigation	12/15/2000			8 - Completed	\$3,980.00	\$13,250.00	
F03-9698	2138	Darvish	B&CB Facilities - Life Safety (Sprinkler/ Standpipe) System Update/ Phase I	6/21/2000			8 - Completed	\$9,833.00	\$731,932.00	
F03-9712	2150	Darvish	Laurel Street Warehouse (100344) - Roof Replacement - Design	2/27/2001			8 - Completed	\$1,467.50	\$524,712.03	
GS-4851	2169	Barilla	Brown Building (100303) - PRT - Miscellaneous Renovations	3/29/2001			8 - Completed	\$6,371.57	\$69,860.17	
GS-4856	2174	Suarez	Columbia Mills Building (110708) - DOR - Basement Wire Mesh Wall and D	4/13/2001			8 - Completed	\$750.00	\$4,512.00	
F03-9701	2179	Darvish	Camp Burnt Gin - DHEC - Major Renovations	4/23/2000			8 - Completed	\$3,000.00	\$295,652.77	
F03-9719	2208	Suarez	Commission for the Blind (100409) - Bldgs. A, B, C & D Air Balancing	7/17/2001			8 - Completed	\$4,298.60	\$51,762.39	
GS-4878	2218	Darvish	Hayne Laboratory Building (100414) - DHEC - Renovate Area 118	8/12/2001			8 - Completed	\$1,500.00	\$33,000.00	
F03-9721	2227	McCallum	Charleston - DHEC/RDA Building Acquisition	9/19/2001			8 - Completed	\$2,300.00	\$10,000.00	
GS-lbd	2228	Suarez	Affinity Building. - State Budget Office - 9th Floor Space Plan	9/19/2001			8 - Completed	\$0.00	\$0.00	
F07-D018	2231	Darvish	Indefinite Delivery Contract - ID36-ID38 - Facilities Management - Fire Prot	9/27/2001			8 - Completed	\$0.00	\$0.00	
F03-9724	2240	Darvish	Hayne Laboratory Building (100414) - Access Control Installation	10/8/2001			8 - Completed	\$1,917.84	\$227,800.00	
GS-0375	3007	Darvish	Mills/Jarrett Building - DHEC - Repair Damage from Lightning Strike	2/2/2007			8 - Completed	\$1,000.00	\$13,000.00	
GS-0380	3011	McCallum	Lace House (100313) - Chiller Repair	2/21/2007			8 - Completed	\$0.00	\$13,896.74	
GS-0391	3025	Darvish	Hayne Laboratory Building (100414) - 3rd Floor Renovation	4/9/2007			8 - Completed	\$1,500.00	\$42,000.00	
GS-4895	2248	Redmond	FM Energy Facility Building (100410) - HVAC Remote Monitor and Control	10/15/2001			8 - Completed	\$3,000.00	\$47,000.00	
GS-0000	2250	Suarez	Commission for the Blind (100409) - Bldg A - Add Wall	11/30/2001			8 - Completed	\$0.00	\$0.00	
	2255	Young	Employee Badge Administrative Time	12/12/2001			8 - Completed	\$0.00	\$0.00	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PriBudget	PriEndDate
GS-4902	2256	Darvish	McEachern Parking Facility (100289) - Install Garage New Door	12/13/2001			8 - Completed	\$660.00	\$11,000.00	
F03-9734	2274	Holmstrom	Sims/Aycock Building (100333) - Upgrade Aycock Building Elevators	2/13/2002			8 - Completed	\$10,882.50	\$80,052.44	
F03-9733	2277	Darvish	Sims/Aycock Building (100333) - Replace Outside Air Supply and Return F	2/13/2002			8 - Completed	\$5,000.00	\$130,000.00	
GS-4922	2291	Darvish	Rutledge Building (100342) - 4th Floor - Construct New Wall	3/12/2002			8 - Completed	\$100.00	\$800.00	
F07-D022	2288	McCallum	Indefinite Delivery Contract (Small) - ID44 - Interior Design Services (Metz)	3/14/2002			8 - Completed	\$0.00	\$0.00	
GS-0399	3034	Young	Laurel Street Warehouse (100344) - DOR - Paint and Clean Warehouse	5/2/2007			8 - Completed	\$520.00	\$15,020.00	5/31/2007
GS-0403	3038	Darvish	SLED - Broad River Road - Tracking Area - HVAC	5/15/2007			8 - Completed	\$1,500.00	\$12,000.00	
GS-0405	3040	Darvish	SLED - Bush River Road - Renovation	5/17/2007			8 - Completed	\$0.00	\$45,422.00	
GS-0406	3041	Redmond	FM Energy Facility (100410) - Repair Chiller #1	5/17/2007			8 - Completed	\$110.00	\$9,687.00	
F07-D023	2303	Darvish	Indefinite Delivery Contract - ID46-ID51 - Mechanical Construction	4/8/2002			8 - Completed	\$0.00	\$0.00	
GS-4933	2307	Redmond	FM Energy Facility Building (100410) - Repairs to Cooling Towers #1 & #3	5/15/2002			8 - Completed	\$1,500.00	\$26,500.00	
F03-9735	2310	Darvish	David Building (100340) - ESC - Elevator Modernization	5/1/2002			8 - Completed	\$2,000.00	\$251,460.20	
GS-4939	2317	Darvish	FM Energy Facility Building (100410) - Galvanized Eliminators - Cooling To	4/1/2002			8 - Completed	\$2,000.00	\$16,500.00	
F03-9743	2318	Suarez	ESC - OSRC - Reed Act Buildings - Newberry	4/1/2002		11/14/2006	8 - Completed	\$54,750.00	\$1,548,947.42	
GS-0468	3113	Marlow	Governor's Mansion (100314) - Duct Cleaning	10/1/2007			8 - Completed	\$0.00	\$4,500.00	
GS-0471	3118	Young	Blatt Building (100302) - 1st Floor Conference Room Renovation	10/9/2007			8 - Completed	\$750.00	\$75,750.00	
GS-0472	3119	Young	Rutledge Building (100342) - Dept of Education 2nd Renovation	10/15/2007			8 - Completed	\$110.00	\$3,000.00	11/20/2007
F03-9740	2319	Suarez	ESC - OSRC - Reed Act Buildings - Hartsville	4/1/2002			8 - Completed	\$48,500.00	\$1,625,000.00	
F03-9742	2320	Suarez	ESC - OSRC - Reed Act Buildings - Orangeburg	4/1/2002		11/14/2006	8 - Completed	\$76,000.00	\$1,562,871.94	
GS-0366	2991	Holmstrom	Governor's Mansion (100314) - Perimeter Security Repair/Upgrade	12/4/2006			8 - Completed	\$1,500.00	\$24,500.00	
GS-0367	2992	Holmstrom	State House Building (107892) - Replace Security System DVRs	12/4/2006		12/4/2006	8 - Completed	\$1,500.00	\$36,778.00	
GS-0447	3087	McCallum	Archives & History Center (113898) - Emergency Fire Alarm System Repair	7/11/2007			8 - Completed	\$0.00	\$3,722.75	
GS-0449	3089	Creighton	Five Points Building (100415) 1st Floor Server Room Supply & Return Insta	7/16/2007			8 - Completed	\$400.00	\$800.00	
GS-0450	3090	Young	Calhoun Building (100288) - CADMN - Carpet Replacement Room 101	7/19/2007			8 - Completed	\$55.00		
GS-0451	3092	Aaron Redmond	Columbia Mills Building (110708) - Emergency Chiller #1 Repairs (FY 07/08)	7/25/2007			8 - Completed	\$0.00	\$49,808.00	
GS-0452	3093	Young	Dennis Building (100287) - 7th Floor Water Damage Repairs	7/26/2007			8 - Completed	\$275.00	\$10,000.00	
GS-0453	3095	Creighton	Columbia Mills (110708) - Repair Condensate Line	7/31/2007			8 - Completed	\$750.00	\$9,150.00	8/31/2007
GS-0350	2952	Young	Rutledge Building (100342) - Common Area Basement Carpet Replacemen	9/20/2006			8 - Completed	\$305.00	\$4,770.00	10/1/2006
GS-0351	2958	Young	Five Points Building (100415) - PPP - Window Curtain RM 539	10/2/2006			8 - Completed	\$110.00	\$3,000.00	11/5/2006
GS-0352	2959	Redmond	Archives & History Center (113898) - HVAC Controls	10/10/2006			8 - Completed	\$55.00	\$9,446.00	
GS-4950	2339	Darvish	McEachern Parking Facility (100289) - FY02-03	6/12/2002			8 - Completed	\$1,129.00	\$46,500.00	
F03-9738	2342	Graham	State Park Complex - SCDHEC Headquarters - Programming	6/24/2002			8 - Completed	\$38,974.45	\$100,000.00	
GS-4951	2343	Darvish	Mills/Jarrett Building (110707) - Indoor Air Quality in Mills Building	6/24/2002			8 - Completed	\$2,400.00	\$10,150.00	
F03-N192	2346	Redmond	Harden Street/DSS Building (111619) - Blind Comm. Canteen - Install Cooli	6/26/2002			8 - Completed	\$1,500.00	\$14,625.00	
GS-4955	2347	Redmond	Brown Building (100303) - Replace Air Handler Unit #1	6/26/2002			8 - Completed	\$2,000.00	\$16,000.00	
F03-9752	2358	Suarez	FM Energy Facility Building (100410) - Replace Chiller #1	8/13/2002			8 - Completed	\$15,481.90	\$420,000.00	
GS-4964	2366	Darvish	Indefinite Delivery Contract - ID54-ID66 - Construction	9/9/2002			8 - Completed	\$0.00	\$0.00	
F03-9753	2367	Suarez	Capitol Complex Lot (800028) - SC Veterans Monument	9/16/2002			8 - Completed	\$23,212.79	\$270,000.00	
GS-0365	2985	McCallum	Sims Building - DHEC - Interior Entrance Door Replacement (by FM Mainte	11/20/2006			8 - Completed	\$0.00	\$7,500.00	
GS-0456	3098	Young	Senate Street HR Building (114148) - Cubicle Installation	8/16/2007			8 - Completed	\$550.00	\$2,850.00	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PriBudget	PriEndDate
GS-4969	2376	McCallum	McEachern Parking Facility (100289) - Minor Renovations	10/8/2002			8 - Completed	\$200.00	\$5,898.00	
F03-9749	2382	Suarez	Adjutant General Office Building (110706) - Replace Chiller	10/29/2002			8 - Completed	\$3,475.45	\$80,000.00	
F03-D028	2384	Darvish	Indefinite Delivery Contract - ID54-ID66 - Construction	10/1/2002			8 - Completed	\$0.00	\$0.00	
F03-D029	2388	Darvish	Indefinite Delivery Contract (Small) - ID67 - Environmental Services (ECS)	12/11/2002			8 - Completed	\$0.00	\$0.00	
GS-4977	2389	Darvish	Sims/Aycock Building (100333) - Install Two (2) New Fans	12/11/2002			8 - Completed	\$615.00	\$7,000.00	
GS-tbd	2391	Suarez	General Services Division - Develop Agency Graphics	1/2/2003			8 - Completed	\$0.00	\$0.00	
GS-4980	2393	Young	State House Building (107892) - Systems Furniture for Rooms 135, 120 an	1/17/2003			8 - Completed	\$1,100.00	\$12,200.00	
F03-9756	2395	Suarez	Columbia Mills Building (110708) - 350 Space Parking Facility Construction	1/27/2003			8 - Completed	\$17,000.00	\$2,525,000.00	
GS-4999	2396	Suarez	Data Center Building (113943) - Print Room Modifications	1/27/2003			8 - Completed	\$5,901.30	\$72,701.30	
F03-9751	2371a	McCallum	Richland County - Shop Road Property Acquisition	2/4/2003			8 - Completed	\$52,964.00	\$2,000,000.00	
GS-4984	2400	Darvish	Harden Street/DSS Building (111619) - DSS - Install New Canopy	3/3/2003			8 - Completed	\$837.00	\$7,000.00	
GS-4986	2402	Darvish	DMV Abbeville Office-New Roof	3/4/2003			8 - Completed	\$1,500.00	\$18,500.00	
GS-0464	3108	Young	Brown Building (100303) - Secretary of State - 5th Floor Renovation	9/6/2007			8 - Completed	\$359.00	\$9,214.00	
GS-4987	2405	Darvish	Sims/Aycock Building (100333) - Repair & Relocate Computer Room HVA	3/10/2003			8 - Completed	\$1,478.00	\$10,758.00	
F03-D030	2408	McCallum	Indefinite Delivery Contract (Small) - ID75 - Land Surveying Services (Baxte	4/29/2003			8 - Completed	\$0.00	\$0.00	
F03-D032	2410	McCallum	Indefinite Delivery Contract (Small) - ID77 - Interior Design Services (Cheryl	3/12/2003			8 - Completed	\$0.00	\$0.00	
F03-D031	2409	McCallum	Indefinite Delivery Contract (Small) - ID70 - Civil Engineering & Surveying S	3/12/2003			8 - Completed	\$0.00	\$0.00	
F03-D033	2415	McCallum	Indefinite Delivery Contract (Small) - ID72 - Architectural Design Services (3/27/2003			8 - Completed	\$0.00	\$0.00	
GS-4991	2418	Graham	Rutledge Building (100342) - Clean Return Air Duct at Basement	3/31/2003			8 - Completed	\$550.00	\$3,788.00	
F03-9758	2427	Suarez	Hayne Laboratory Building (100414) - Replace Two Chillers	4/24/2003			8 - Completed	\$5,000.00	\$430,600.00	
F03-N202	2439	Young	B&CB Facilities - Update Asbestos O&M Manuals	6/2/2003			8 - Completed	\$8,500.00	\$198,887.50	
F03-9822	2963	Darvish	HP Charleston Professional Bldg. - SBS - Roof Replacement	10/11/2006			8 - Completed	\$5,000.00	\$150,000.00	
	2964	Young	Columbia Mills Building (110708) - Revenue Space Planning	10/12/2006			8 - Completed			
GS-0354	2965	Young	Columbia Mills Building (110708) - State Museum Room 133 Gallery Carpe	10/12/2006			8 - Completed	\$55.00	\$18,009.00	
GS-0355	2966	Holmstrom	Dennis Building (100287) - DNR Computer Room Electrical Upgrade	10/13/2006			8 - Completed	\$1,414.00	\$13,373.00	
GS-0356	2968	Suarez	Data Center Building Lot - Restripe Parking Lot	10/17/2006			8 - Completed	\$200.00	\$2,600.00	
GS-0011	2441	Tim Martin	Rutledge Building (100342) - Replace Bathroom Flush Valves	6/5/2003			8 - Completed	\$1,300.00	\$20,177.27	
GS-0012	2442	Tim Martin	Rutledge Building (100342) - Hot Water Heater & Storage Tank	6/5/2003			8 - Completed	\$2,431.00	\$29,431.00	
GS-0014	2444	Graham	Wade Hampton Building (100300) - 2nd, 4th and 5th Floor Restroom Upgra	6/5/2003			8 - Completed	\$2,500.00	\$96,750.00	
GS-0015	2445	Martin	Hayne Laboratory Building (100414) - Replace Vent Fans	6/5/2003		4/2/2004	8 - Completed	\$4,500.00	\$20,100.00	
F03-9760	2447	Suarez	South Carolina Law Enforcement Officers Memorial Construction	6/10/2003			8 - Completed	\$20,148.36	\$500,000.00	
F03-9759	2448	Darvish	Sims/Aycock Building (100333) - Replace Sims Building Chiller	6/16/2003			8 - Completed	\$5,000.00	\$179,975.00	
F03-D039	2459	McMurray	Indefinite Delivery Contract (Small) - Professional Services - Roofing Repair	7/11/2003			8 - Completed	\$0.00	\$0.00	
F03-9764	2466	Darvish	SLED - Headquarters Building (102675) - UPS System Replacement	8/21/2003			8 - Completed	\$2,000.00	\$125,000.00	
F03-9765	2470	Darvish	Hayne Laboratory Building (100414) - HVAC and AHU #2 Replacement	8/27/2003			8 - Completed	\$3,000.00	\$150,000.00	
GS-0033	2476	Darvish	SC State University - Landscaping Maintenance	9/8/2003			8 - Completed	\$550.00	\$5,000.00	
F03-9777	2486	Suarez	Columbia Mills Building (110708) - Correct Deferred Maintenance	3/24/2004			8 - Completed	\$7,200.00	\$148,800.00	
F03-9766	2491	McCallum	SC Department of Agriculture Farmers' Market - Property Acquisition	9/30/2003			8 - Completed	\$3,939.44	\$20,000.00	
F03-9767	2500	Darvish	Probation, Pardon & Parole - Columbia Restitution Center Dorm Building R	11/17/2003			8 - Completed	\$8,000.00	\$508,375.00	
F03-9768	2502	Graham	Rutledge Building (100342) - Computer Room HVAC Replacement	11/25/2003			8 - Completed	\$2,557.50	\$334,475.00	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
F03-D042	2508	McCallum	Indefinite Delivery Contract (Small) - ID080 - Environmental Services (ECS)	12/8/2003			8 - Completed	\$0.00	\$0.00	
F03-9770	2510	Bryan	SC Fire Academy - Training Prop Buildings	8/29/2003			8 - Completed	\$13,144.81	\$761,961.01	
F03-9772	2520	Holmstrom	Wade Hampton Building (100300) - Basement Motor Control Replacement	2/4/2004			8 - Completed	\$9,914.67	\$321,000.00	
F03-N211	2525	Suarez	Columbia Mills Building (110708) - State Museum - New Café	2/20/2004			8 - Completed	\$4,340.23	\$98,500.00	
GS-0065	2526	Holmstrom	Lace House (100313) - Lead Based Paint Removal	2/18/2004			8 - Completed	\$354.68	\$29,591.68	
F03-D045	2541	Suarez	Indefinite Delivery Contract (Small) - ID084 - Architectural Design Services	3/15/2004			8 - Completed	\$0.00	\$0.00	
F03-D046	2544	Suarez	Indefinite Delivery Contract (Small) - ID085 - HVAC Design Services (Swyg	3/17/2004			8 - Completed	\$0.00	\$0.00	
F03-9775	2546	Darvish	Mills/Jarrett Building (110707) - Roof Replacement	3/24/2004			8 - Completed	\$24,000.00	\$496,000.00	
F03-N219	2550a	Holmstrom	Dennis Building (100287) - Satellite Relocation	3/30/2004			8 - Completed	\$2,000.00	\$14,500.00	
F03-9776	2553	Holmstrom	Sims/Aycock Building (100333) - DHEC - Switch Gear & Bus Duct Replace	3/24/2004			8 - Completed	\$14,500.00	\$338,000.00	
F03-9778	2561	Darvish	Hayne Laboratory Building (100414) - Replace Vent Fans 8, 11, 18 & 23	4/15/2004			8 - Completed	\$5,820.00	\$177,520.00	
F03-9779	2562	Darvish	Mills/Jarrett Building (110707) - Replace East & West Rooftop Package HV	4/13/2004			8 - Completed	\$9,420.00	\$182,120.00	
F03-D047	2564	McCallum	Indefinite Delivery Contract (Small) - ID090 - Environmental Testing (ABS /	5/6/2004			8 - Completed	\$0.00	\$0.00	
GS-0091	2566	Darvish	Dennis Building (100287) - DNR - 2nd floor Renovation	5/19/2004			8 - Completed	\$2,037.11	\$32,000.00	
F03-D048	2574	Young	Indefinite Delivery Contract (Small) - ID091 - Analytical Services (EMSL)	5/27/2004			8 - Completed	\$0.00	\$0.00	
GS-0102	2578	Young	Workforce and Space Utilization Survey	6/21/2004			8 - Completed	\$0.00	\$0.00	
GS-0104	2581	Darvish	Dennis Building (100287) - DNR - Suite 345 and 2nd Floor Renovation	6/30/2004			8 - Completed	\$850.36	\$17,500.00	
GS-0106	2586	Barilla	ESC - Florence - HVAC Replacement	7/20/2004			8 - Completed	\$6,000.00	\$68,000.00	
GS-0108	2587	Haigler	Capitol Complex Lot (800028) - Storm Damage Repairs	7/20/2004			8 - Completed	\$0.00	\$10,000.00	
F03-9781	2590	Redmond	Governors Mansion (100314) - Remediation	7/27/2004			8 - Completed	\$0.00	\$577,598.00	
F03-9782	2591	Redmond	Lace House / Caldwell Boylston House - Remediation	7/27/2004			8 - Completed	\$0.00	\$498,938.25	
F03-D049	2593	Darvish	Indefinite Delivery Contract - ID097-ID100 - Mechanical Construction for F	8/2/2004			8 - Completed	\$0.00	\$0.00	
GS-0112	2595	Suarez	DOR - Myrtle Beach Office - Mech. Improvements & Repairs	8/2/2004			8 - Completed	\$2,000.00	\$35,000.00	
F03-N216	2579a	Darvish	Columbia Mills Building (110708) - Energy Facility Building Re-roofing	6/29/2004			8 - Completed	\$2,000.00	\$55,000.00	
GS-0117	2603	Young	Jefferson Square Complex - H&HS - Facilities Assessment & Space Utiliza	9/8/2004			8 - Completed	\$5,720.00	\$74,292.00	12/1/2005
F03-D050	2614	Suarez	Indefinite Delivery Contract (Small) - ID104 - A/E Consulting Services (Ande	9/21/2004			8 - Completed	\$0.00	\$0.00	
GS-0129	2617	Darvish	Dennis Building (100287) - DNR - Install New Carpet (Room 110)	9/28/2004			8 - Completed	\$0.00	\$2,465.66	
GS-0130	2618	Young	Sims/Aycock Annex Building (100331) - Asbestos Removal	9/29/2004			8 - Completed	\$110.00	\$3,095.00	
GS-0131	2619	Bryan	Farmers Market - Dept. of Agriculture - Miscellaneous Structural Repairs	10/4/2004			8 - Completed	\$3,000.00	\$50,000.00	
GS-0133	2621	Young	Hayne Laboratory Building (100414) - Asbestos Removal	10/6/2004			8 - Completed	\$110.00	\$3,240.00	10/15/2004
GS-0138	2627	Graham	Rutledge Building (100342) - Educ. Dept. - Computer Room Walls	10/19/2004			8 - Completed	\$550.00	\$20,092.00	
F03-D051	2629	Darvish	Indefinite Delivery Contract (Small) - ID096 - Environmental Building Servic	11/4/2004			8 - Completed	\$0.00	\$0.00	
GS-0140	2630	Darvish	Dennis Building (100287) - DNR - 2nd Floor Renovation Rm. 230	10/19/2004			8 - Completed	\$1,500.00	\$15,300.00	
GS-0142	2632	Marlow	Governor's Mansion (100314) - Mold Investigation	11/3/2004			8 - Completed	\$0.00	\$5,362.66	
F03-D052	2633	Young	Indefinite Delivery Contract (Small) - ID102 - Sculpture Preservation (Monni	11/4/2004			8 - Completed	\$0.00	\$0.00	
GS-0144	2635	Darvish	Dennis Building (100287) - Atty. Gen's Office - 6th & 7th Floor Renovations	11/4/2004			8 - Completed	\$522.50	\$16,753.87	
GS-0146	2637	Redmond	Governor's Mansion (100314) - Chiller Repairs	11/8/2004			8 - Completed	\$0.00	\$4,000.00	
F03-N223	2640	Suarez	Columbia Mills Building (110708) - DOR - 4th Floor - Convert Room for Trai	11/10/2004			8 - Completed	\$1,500.00	\$85,383.00	
GS-0148	2641	Darvish	Dennis Building (100287) - DNR - Room 207A	11/16/2004			8 - Completed	\$550.00	\$3,820.00	
F03-D054	2642	Suarez	Indefinite Delivery Contract (Small) - ID101 - MEP Design (Sims Group)	11/18/2004			8 - Completed	\$0.00	\$0.00	

Project

12/3/2007

Project Number	Job Number	Project Manager	Project/Job Name	Open Date	Warranty Start Date	Close Date	Status	CPFee	PrjBudget	PrjEndDate
GS-0149	2643	Redmond	Governor's Mansion (100314) - Humidity/Mold Study	11/18/2004			8 - Completed	\$0.00	\$37,500.00	
F03-D055	2646	Darvish	Indefinite Delivery Contract - ID107-ID121 - Construction	11/23/2004			8 - Completed	\$0.00	\$0.00	
F03-D056	2648	Holmstrom	Indefinite Delivery Contract (Small) - ID095 - MEP & Fire Protection Design	12/1/2004			8 - Completed	\$0.00	\$0.00	
F03-D057	2649	Holmstrom	Indefinite Delivery Contract (Small) - ID103 - Electrical Design Services (G	12/1/2004			8 - Completed	\$0.00	\$0.00	
GS-0153	2650	Darvish	Dennis Building (100287) - DNR - 3rd Floor Renovation (Rm. 339)	12/1/2004			8 - Completed	\$550.00	\$5,600.00	
GS-0157	2702	Darvish	Mills/Jarrett Building (110707) - DHEC - 2nd Floor Renovations	12/17/2004			8 - Completed	\$2,000.00	\$43,000.00	
GS-0158	2653	Barilla	Rutledge Building (100342) - Educ. Dept. - 10th Floor Renovation	12/20/2004			8 - Completed	\$500.00	\$1,500.00	
GS-0161	2706	Darvish	Mills/Jarrett Building (110707) - DHEC - Install Electrical Outlets	1/10/2005			8 - Completed	\$600.00	\$4,000.00	
GS-0164	2709	Graham	Supreme Court Building (100393) - Judicial Dept. - Fresh Air Units	12/17/2004			8 - Completed	\$4,192.43	\$19,702.43	
GS-0165	2710	Darvish	Dennis Building (100287) - DNR - Rm 335 & 345D - Cabinets and Shelving	1/18/2005			8 - Completed	\$600.00	\$2,500.00	
GS-0166	2711	Suarez	Data Center Building (113943) - CIO - Add CRU to UPS room	2/4/2005			8 - Completed	\$1,000.00	\$46,600.00	
GS-0169	2715	Darvish	Dennis Building (100287) - DNR - Rooms 205 & 260	2/25/2005			8 - Completed	\$550.00	\$5,560.00	
GS-0170	2716	Darvish	Hayne Laboratory Building (100414) - DHEC - 1st Floor and 2nd Floor Ren	3/1/2005			8 - Completed	\$2,000.00	\$30,528.00	
F03-9787	2717	Darvish	SLED - Computer Building - Roof Replacement	3/1/2005			8 - Completed	\$14,439.00	\$172,000.00	
GS-0113	2550	Holmstrom	Dennis Building (100287) - DNR - Satellite Relocation	3/30/2004			8 - Completed	\$2,000.00	\$14,500.00	
GS-0174	2721	Thompson	State House Building (107892) - Emergency Repairs to Light Pole (Storm D	3/8/2005			8 - Completed	\$0.00	\$4,600.00	
GS-0175	2722	Darvish	Dennis Building (100287) - DNR - 2nd Floor Renovations	3/14/2005			8 - Completed	\$2,500.00	\$18,500.00	
F03-9788	2726	Darvish	Hayne Laboratory Building (100414) - Air Handler Preheat Coil Repair/Repl	3/21/2005			8 - Completed	\$4,920.00	\$101,680.00	
F03-9793	2727	Darvish	SLED - Headquarters Building (102675) - Forensics Lab - New Chiller & W	3/29/2005			8 - Completed	\$3,000.00	\$270,515.00	
F03-9792	2728	Darvish	SLED - Criminal Justice Info & Communications Bldg. - Computer Room A	3/29/2005			8 - Completed	\$2,542.62	\$143,295.00	
F03-D058	2730	Suarez	Indefinite Delivery Contract (Small) - ID122 - Landscape Architecture (GCA)	4/6/2005			8 - Completed	\$0.00	\$0.00	
GS-0188	2738	Graham	Calhoun Building (100288) - Judicial Department - Computer Room Renova	4/7/2005			8 - Completed	\$2,073.28	\$12,000.00	
F03-9794	2740	Darvish	Gressette-Collins Building (110713) - SC Retirement System - Roof Replac	4/25/2005			8 - Completed	\$6,500.00	\$180,000.00	
F03-9795	2759	Darvish	SLED - Forensics Lab - Roof Replacement	7/1/2005			8 - Completed	\$3,500.00	\$190,000.00	
GS-0205	2768	McCallum	Governor's Mansion Complex - FY05-06 Miscellaneous HVAC Repairs	7/14/2005			8 - Completed	\$0.00	\$32,500.00	
GS-0206	2769	Suarez	Columbia Mills Building (110708) - SCDOR - Add Smoking Shelter	7/20/2005			8 - Completed	\$1,057.00	\$32,280.00	
GS-0212	2776	Bryan	Capitol Complex Lot (800028) - Security Study	7/29/2005			8 - Completed	\$3,872.77	\$37,500.00	
GS-0216	2781	McCallum	Dennis Building (100287) - Attorney Generals Office - 5th Floor Renovation	8/15/2005			8 - Completed	\$650.00	\$7,150.00	
GS-0217	2782	Martin	Brown Building (100303) - PRT - 5th Floor Renovations by FM	8/16/2005			8 - Completed	\$0.00	\$8,000.00	
GS-0221	2786	Martin	Gressette Building (100301) - First Floor Renovations by FM	8/24/2005			8 - Completed	\$555.00	\$18,500.00	9/30/2005
GS-0224	2790	Darvish	Five Points Building (100415) - P,P & P - Install New Shelving	8/24/2005			8 - Completed	\$715.00	\$4,500.00	
GS-0222	2787	Lee	Archives & History Center (113898) - Paint Curbing	9/1/2005			8 - Completed	\$550.75	\$1,888.75	
F03-D062	2792	Suarez	Indefinite Delivery Contract (Small) - ID0127- Mechanical Engineering Servi	9/6/2005			8 - Completed	\$0.00	\$0.00	
GS-0225	2793	Suarez	Columbia Mills Building (110708) - Annex - 1st & 2nd Floor HVAC Study	9/6/2005			8 - Completed	\$360.00	\$2,500.00	9/20/2005
GS-0227	2796	Martin	Five Points Building (100415) - State Election Commission - First Floor Ren	9/14/2005			8 - Completed	\$0.00	\$8,000.00	
GS-0233	2801	Holmstrom	Data Center Building (113943) - Add Power for Emergency Comm. Trailers	10/10/2005			8 - Completed	\$400.00	\$2,200.00	
F03-9797	2802	Holmstrom	B&CB Facilities - Replace HVAC Controls System (Brown, Supreme Court,	10/11/2005			8 - Completed	\$10,650.00	\$247,765.00	
GS-0238	2807	Suarez	Columbia Mills Building (110708) - SCSM - Shop Bldg Toilet & Storage Rm	10/25/2005			8 - Completed	\$0.00	\$20,000.00	
GS-0239	2808	Darvish	Dennis Building (100287) - DNR - Boat and Title - Renovation	10/31/2005			8 - Completed	\$710.00	\$4,500.00	
GS-0246	2810	Suarez	ESC - Rock Hill - Structural Mitigation	11/4/2005			8 - Completed	\$4,552.40	\$26,500.00	



Appendix II

C&P Dashboards

Explanation of status codes

Dashboard Element 1: Projects by Status and Value

Dashboard Element 2: Number of Projects by Status and by Project Manager

MEMO

CONSTRUCTION & PLANNING UNIT

SOUTH CAROLINA BUDGET AND CONTROL BOARD • GENERAL SERVICES DIVISION
915 MAIN STREET • COLUMBIA, SOUTH CAROLINA 29201 • 803.734.3528 office • 803.734.6815 fax

DATE: Saturday, January 26, 2008

TO: All C&P

FROM: William B. McCallum

REF: Project Status Codes in C&P Database

CC:

Phase code	Events associated with each phase
1 – Setup	All activities on a project from the initial request (even before assignment of a project number) up to the point at which consultant selection begins, whether by soliciting a design proposal or advertising for professional services.
2 – Consultant Selection	The consultant selection phase ends with the execution of a design work order or design contract.
3 – Design	The design phase ends when the project manager begins to solicit construction proposals or advertises the project for construction bids.
4 – Bidding	The bidding phase ends with the execution of a construction work order or construction contract.
5 – Construction	The construction phase ends at the Date of Substantial Completion.
6 – Construction Close-out	The Construction Close-out phase ends on the Date of Final Completion and the issuance of Final Payment.
7 – Warranty	The warranty period generally ends 12 months after the Date of Substantial Completion and 1 month after the date of the Warranty Inspection. It may overlap the Construction Close-out phase.
8 – Completed	This code marks the project for administrative closure. The project manager file should be merged with the procurement file and record documents should be archived at this time.
9 – Project Closed	This code is entered ONLY by the C&P manager or administrative staff after all funds have been returned and all project files have been marked "CLOSED" and archived.
10 – Cancelled	Cancelled projects are those that end before being funded, otherwise they are coded as "Closed".
11 – Hold	This designation is for any project in any kind of limbo, such as a project awaiting additional funding or direction from the customer. Projects on hold should be periodically reviewed for agency/customer direction.

C&P Dashboard Element 1

Projects by Status and Value

11/23/07

Status	All	C&P Fees	Budget
0-None	10	\$0	\$0
1-Setup	57	\$93,550	\$4,092,836
2-Consultant Selection	5	\$8,050	\$128,829
3-Design	40	\$394,992	\$10,961,717
4-Bidding	8	\$52,976	\$1,686,041
5-Construction	71	\$361,467	\$20,590,129
6-Close-out	19	\$240,173	\$13,581,069
7-Warranty	46	\$196,330	\$5,249,967
8-Completed	304	\$1,373,207	\$52,206,104
9-Closed	1180	\$4,254,341	\$138,712,339
91-Canceled	145	\$38,416	\$639,710
Hold	41	\$456,380	\$20,732,570
Permanent	106	\$31,484	\$979,115
Total	2032	\$7,501,366	\$269,560,426

Total Active Projects (1 thru 6)	200	\$1,151,208	\$51,040,621
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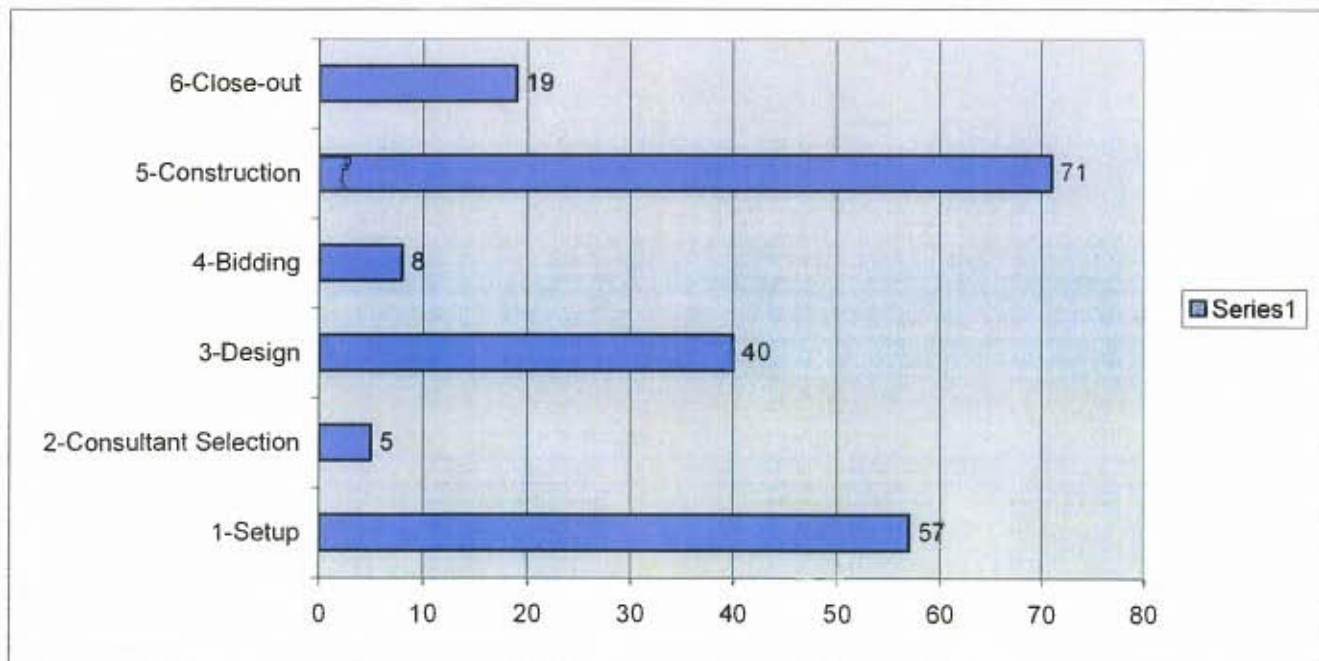
C&P Fees
as a Percentage
of Project Budget

3.07%

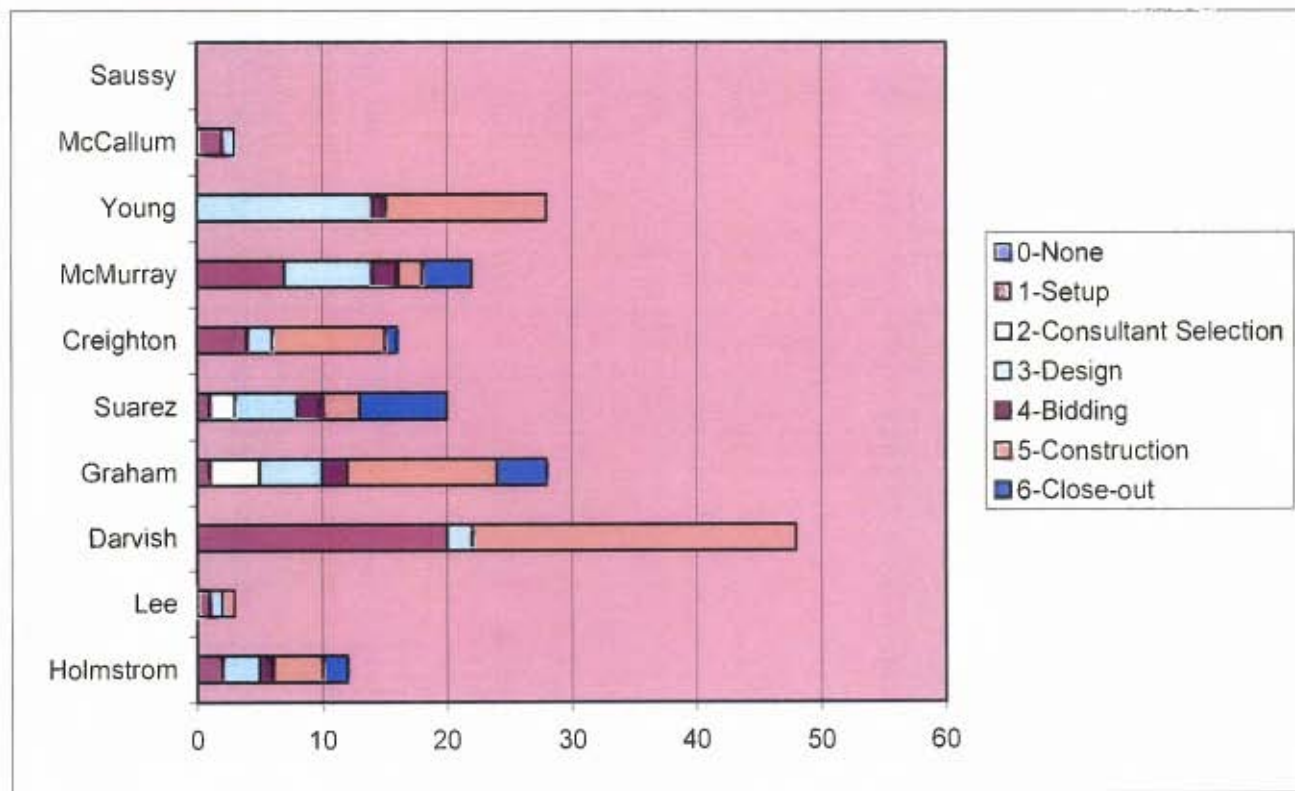
2.26%

Purpose of this summary:

1. Provides a snapshot of the overall C&P workload
2. Shows the flow of work from setup to completion
3. "Total Active Projects / Number" indicates the number of projects requiring significant project manager attention.
4. "Total Active Projects / CP Fees" is an approximation of the expected C&P billings over the duration of the referenced projects.
5. Should be done either quarterly or twice a year



C&P Dashboard Element 2
Number of Projects by Status and by Project Manager
11/23/07



C&P Dashboard Element 2
Number of Projects by Status and by Project Manager
11/23/07

Status	Holmstrom	Lee	Darvish	Graham	Suarez	Creighton	McMurray	Young	McCallum	Saussy
0-None										
1-Setup	2	1	20	1	1	4	7	0	2	
2-Consultant Selection	0	0	0	4	2	0	0	0	0	
3-Design	3	1	2	5	5	2	7	14	1	
4-Bidding	1	0	0	2	2	0	2	1	0	
5-Construction	4	1	26	12	3	9	2	13	0	
6-Close-out	2	0	0	4	7	1	4	0	0	
7-Warranty	1	0	2	17	10	11	4	1	0	
8-Completed	17	3	91	14	49	6	3	40	30	
9-Closed	49	0	338	115	125	0	70	74	71	
91-Canceled	2	0	5	20	43	2	12	5	5	
Hold	0	2	6	2	19	0	0	4	4	
Permanent	0	0	5	6	7	0	0	1	24	
Total	81	8	495	202	273	35	111	153	137	0

Total Active Projects (1 thru 6)	12	3	48	28	20	16	22	28	3	0
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Purpose of this summary:

1. Provides a snapshot of the C&P workload
2. Shows the distribution of work across Project Managers
3. Shows the flow of work from setup to completion
4. Should be done either quarterly or twice a year

Notes:

1. Column D (All) is hidden.



Appendix III

Detailed Project Timelines

Summary of the Project Management Cost and Project Duration for
Six Representative Projects

Project Duration by Phase for Six Representative Projects

Detailed Project Timelines for Six Representative Projects:

State Training Center – Acquisition / Renovation

ESC – OSRC – Orangeburg

Columbia Mills Building – CRRM Relocation

Rutledge Building – Basement Conference Center Renovation

Dennis Building – Replace Roofing

Sims/Aycock Building – Replace Cooling Tower

Summary of the Project Management Cost and Project Duration for Six Representative Projects

Project	Budget	C&P Fees	Fee %	Duration (in days)	Project Duration (in days per \$ of project budget)
State Training Center (114148) - Acquisition/Renovation	\$2,007,584.85	\$62,698.17	3.12%	613	0.0003
ESC - OSRC - Orangeburg	\$1,562,871.94	\$76,000.00	4.86%	878	0.0006
Columbia Mills Building (110708) - CRRM Relocation	\$742,561.00	\$20,963.78	2.82%	1423	0.0019
Rutledge Building - Basement Conference Room Renovation	\$235,266.00	\$4,000.00	1.70%	332	0.0014
Dennis Building - Replace Roofing	\$232,440.50	\$3,602.50	1.55%	404	0.0017
Sims/Aycock Building - Replace Cooling Tower	\$109,982.00	\$6,282.80	5.71%	215	0.0020
Average Values for the Six Representative Projects Listed Above	\$815,117.72	\$28,924.54	3.55%	644	0.0008
Values for 1180 "CLOSED" projects in the C&P database	\$138,712,339.00	\$4,254,341.00	3.07%	N/A	N/A

Purpose of this summary:

1. Provides a broad estimate of the expected project management cost and project duration based on historical data

Project Duration by Phase for Six Representative Projects

Status	All	1- STC	2 - ESC	3 - CRRM	4 - Rut	5 - Dns	6 - S-A		Total Duration by Phase	Duration as a % of Total Duration	
0-None											
1-Setup	617	46	81	324	122	31	13		103	16%	
2-Consultant Selection	443	23	65	90	103	129	33		74	11%	
3-Design	870	214	275	231	69	18	63		145	23%	
4-Bidding	352	100	65	78	43	14	52		59	9%	
5-Construction	1574	227	354	729	97	107	60		262	41%	
6-Close-out											
7-Warranty											
8-Completed											
9-Closed											
91-Canceled											
Hold											
Permanent											
Total	3856	610	840	1452	434	299	221		643	100%	

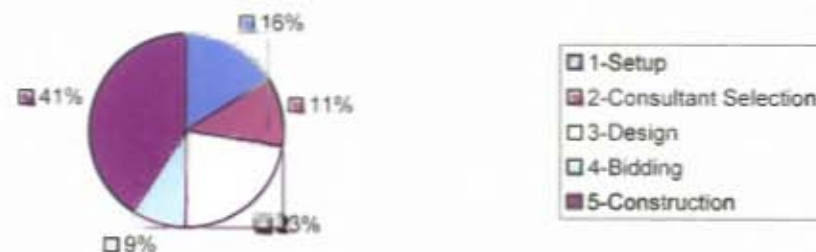
Purpose of this summary:

1. Provides an illustration of project duration by phase.

Source of data:

1. Six project summaries constructed from a review of the project files. The start and end dates of each phase are estimates and there are 'gaps' and 'overlaps' between some phases. Because of that, and because of the small sample size, this should be considered to be a coarse indication.

Project Duration by Phase



PROJECT NAME:	State Training Center (114148) - Acquisition/Renovation
PROJECT NUMBER:	F03-9688 / CP-2000
PROJECT MANAGER:	Tom McMurray

Status	Duration	Comments
1 - Setup	end date 04/10/00 begin date 02/24/00 duration 46	this project established acquisition study completed
2 - Consultant Selection	end date 05/03/00 begin date 04/10/00 duration 23	executed design contract advertised for professional services
3 - Design	end date 12/03/00 begin date 05/03/00 duration 214	advertised for construction bids executed design contract
4 - Bidding	end date 03/13/01 begin date 12/03/00 duration 100	posted Notice of Intent to Award advertised for construction bids
5 - Construction	end date 10/29/01 begin date 03/16/01 duration 227	substantial completion executed Penn Contracting contract
6 - Closeout	end date begin date duration 0	
7 - Warranty	end date 09/28/02 begin date 09/28/01 duration 365	
8 - Completed	end date begin date duration 0	
9 - Closed	end date begin date duration 0	

project budget	\$2,007,584.85	
project fees	\$62,698.17	3.12%
project duration (calendar days)	613	0.0003
		days per \$ of project budget

PROJECT NAME:	ESC - OSRC - Orangeburg
PROJECT NUMBER:	F03-9742-BC / CP-2320
PROJECT MANAGER:	Julie Barilla

Status	Duration		Comments
1 - Setup	end date	06/18/02	A1 approved initial mtg w/ ESC
	begin date	03/29/02	
	duration	81	
2 - Consultant Selection	end date	09/04/02	signed CDA contract advertised (estimated)
	begin date	07/01/02	
	duration	65	
3 - Design	end date	06/01/03	advertised (estimated) SE-220 approved, CDA contract executed
	begin date	08/30/02	
	duration	275	
4 - Bidding	end date	09/04/03	SE-380 for Weber Const. approved SE-310 Invitation for Construction Bids approved
	begin date	07/01/03	
	duration	65	
5 - Construction	end date	08/23/04	Date of Substantial Completion Weber contract award, SE-390 Notice to Proceed issued
	begin date	09/04/03	
	duration	354	
6 - Closeout	end date	09/21/06	Final payment - supplier claim dropped Date of Substantial Completion
	begin date	08/23/04	
	duration	759	
7 - Warranty	end date		
	begin date		
	duration	0	
8 - Completed	end date		
	begin date		
	duration	0	
9 - Closed	end date		
	begin date		
	duration	0	

project budget	\$1,562,871.94	
project fees	\$76,000.00	4.86%
project duration (calendar days)	878	0.0006 days per \$ of project budget

12,500 gross square feet

PROJECT NAME:	Columbia Mills Building (110708) - Confederate Relic Room Museum Relocation
PROJECT NUMBER:	F03-9677 / CP-1813
PROJECT MANAGER:	Jose Suarez

Status	Duration		Comments
1 - Setup	end date	09/09/99	OSE approved SE-210 setup date in database
	begin date	10/20/98	
	duration	324	
2 - Consultant Selection	end date	12/08/99	OSE approved SE-220 OSE approved SE-210
	begin date	09/09/99	
	duration	90	
3 - Design	end date	07/26/00	date of last bid addenda OSE approved SE-220
	begin date	12/08/99	
	duration	231	
4 - Bidding	end date	09/13/00	issued SE-390 for space renovation work. Exhibit work contract would follow later. signed and sent SE-310 to OSE
	begin date	06/27/00	
	duration	78	
5 - Construction	end date	09/12/02	Exhibit opening (space renovation work completed in May 01 followed by exhibit work and misc up until opening date). date of commencement on SE-390 for space renovation contract
	begin date	09/13/00	
	duration	729	
6 - Closeout	end date	09/17/02	final payment to space renovation gc substantial completion on space renovation
	begin date	04/02/00	
	duration	898	
7 - Warranty	end date	04/02/01	SC + 1 year on space renovation work substantial completion on space renovation
	begin date	04/02/00	
	duration	365	
8 - Completed	end date	12/21/04	last payment to exhibits contractor final payment to space renovation gc
	begin date	09/17/02	
	duration	826	
9 - Closed	end date	01/18/08	estimate to complete paperwork. made request to close
	begin date	01/11/08	
	duration	7	

project budget	\$742,561.00	
project fees	\$20,963.78	2.82%
project duration (calendar days)	1423	0.0019
		days per \$ of project budget

PROJECT NAME:	Rutledge Building - Basement Conference Room Renovation
PROJECT NUMBER:	F03-9836 / CP-2999a
PROJECT MANAGER:	Cynthia Young

Status	Duration		Comments
1 - Setup	end date	05/14/07	A1 approved initial project request
	begin date	01/12/07	
	duration	122	
2 - Consultant Selection	end date	05/15/07	executed Studio2LR design work order solicited design proposal
	begin date	02/01/07	
	duration	103	
3 - Design	end date	07/23/07	solicited IDC construction proposals executed Studio2LR design work order
	begin date	05/15/07	
	duration	69	
4 - Bidding	end date	09/04/07	executed Tyler Const. Work order solicited IDC construction proposals
	begin date	07/23/07	
	duration	43	
5 - Construction	end date	12/10/07	substantial completion executed Tyler Const. Work order
	begin date	09/04/07	
	duration	97	
6 - Closeout	end date	12/31/07	
	begin date	12/10/07	
	duration	21	
7 - Warranty	end date	12/31/07	
	begin date	12/31/07	
	duration	0	
8 - Completed	end date	12/31/07	
	begin date	12/31/07	
	duration	0	
9 - Closed	end date	12/31/07	
	begin date	12/31/07	
	duration	0	

project budget	\$235,266.00	
project fees	\$4,000.00	1.70%
project duration (calendar days)	332	0.0014
		days per \$ of project budget

PROJECT NAME:	Dennis Building - Replace Roofing
PROJECT NUMBER:	F03-9780 / CP-2580
PROJECT MANAGER:	Saied Darvish

Status	Duration	Comments
1 - Setup	end date 06/15/04 begin date 05/15/04 duration 31	A1 approved initial project request (estimated)
2 - Consultant Selection	end date 09/21/04 begin date 05/15/04 duration 129	design contract executed design proposal sought
3 - Design	end date 10/09/04 begin date 09/21/04 duration 18	design contract executed
4 - Bidding	end date 12/28/04 begin date 12/14/04 duration 14	bids received project advertised
5 - Construction	end date 06/23/05 begin date 03/08/05 duration 107	substantial completion AquaSeal contract executed
6 - Closeout	end date 08/22/05 begin date 06/23/05 duration 60	final payment to AquaSeal
7 - Warranty	end date 06/23/06 begin date 06/23/05 duration 365	
8 - Completed	end date begin date duration 0	
9 - Closed	end date begin date duration 0	

project budget	\$232,440.50	
project fees	\$3,602.50	1.55%
project duration (calendar days)	404	0.0017
		days per \$ of project budget

PROJECT NAME:	Sims/Aycock Building - Replace Cooling Tower
PROJECT NUMBER:	F03-9821 / CP-2957
PROJECT MANAGER:	Pete Creighton

Status	Duration	Comments
1 - Setup	end date 09/19/06 begin date 09/06/06 duration 13	A1 approved project request received
2 - Consultant Selection	end date 10/09/06 begin date 09/06/06 duration 33	Swygert Assoc. work order executed design proposal solicited
3 - Design	end date 12/11/06 begin date 10/09/06 duration 63	Swygert Assoc. work order executed
4 - Bidding	end date 02/01/07 begin date 12/11/06 duration 52	bids received & protested bids solicited
5 - Construction	end date 04/09/07 begin date 02/08/07 duration 60	substantial completion MSI Construction work order executed
6 - Closeout	end date begin date duration 0	
7 - Warranty	end date 04/08/08 begin date 04/09/07 duration 365	
8 - Completed	end date begin date duration 0	
9 - Closed	end date begin date duration 0	

project budget	\$109,982.00	
project fees	\$6,282.80	5.71%
project duration (calendar days)	215	0.0020
		days per \$ of project budget

